LABOUR PROGRAM

Workplace gazette

An Industrial Relations Quarterly

Volume 7, No. 3

Fall 2004

- Welcome to the Team! A Comprehensive Workplace Training Package Supporting Women Working in Non-Traditional Occupations

- Workforce Sectoral Partnerships in Quebec

Government of Canada Gouvernement du Canada

Canada

LT-121-09-04

105-00132/

Workplace gazette

An Industrial Relations Quarterly

Issued by:

Workplace Information Directorate
Labour Program
Human Resources and Skills Development Canada
165 Hôtel de Ville
Place du Portage, Phase II
Gatineau, Quebec K1A 0J2

1-800-567-6866 or (819) 997-3117

Internet: http://www.hrsdc.gc.ca

Disponible en français

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Available in Canada through your local bookseller or by mail from:

Publishing and Depository Services
Public Works and Government Services Canada
Ottawa, Ontario
K1A 0S5
Telephone: 1-800-635-7943 / (613) 941-5995
Fax: 1-800-565-7757 / (613) 954-5779
E-Mail: publications@pwgsc.gc.ca
Internet: http://publications.gc.ca

Cat. No. L12-22E

©Her Majesty the Queen in Right of Canada, 2004
ISSN 1480-6886

Printed in Canada

AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, collective agreement provisions, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

The Fall 2004 issue includes second quarter data for 2004 on wage adjustments in major collective agreements, both current and historical, by public and private sectors, by region/jurisdiction and by major industry. Also, included is a listing of major settlements reached in the second quarter 2004 and information on work stoppages for the second quarter of 2004. The collective bargaining results for the first six months of 2004 are presented. The annual union membership in Canada, as reported by major labour organizations, is updated. The impact of selected human resources management practices is highlighted and innovative practices in the workplace resulting from collective bargaining are summarized.

The project list for the Labour-Management Partnerships Program is updated and a comprehensive workplace training package supporting women in non-traditional occupations is described. Jean Charest, from the University of Montréal, reports on workforce sectoral partnerships in Quebec. A national intervention model to promote healthier and safer workplaces in the federal jurisdiction is highlighted.

Recent changes in Canadian Labour Laws focus on adopted bills, regulations and other statutory instruments. The Departmental Library is offering reading material on succession planning.

Finally, Yesterday and Today looks at mandatory retirement provisions.

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The content of this publication has been prepared by members of The Canadian Association of Professional Employees and the Public Service Alliance of Canada.

MAJOR WAGE SETTLEMENTS*

Second Quarter 2004

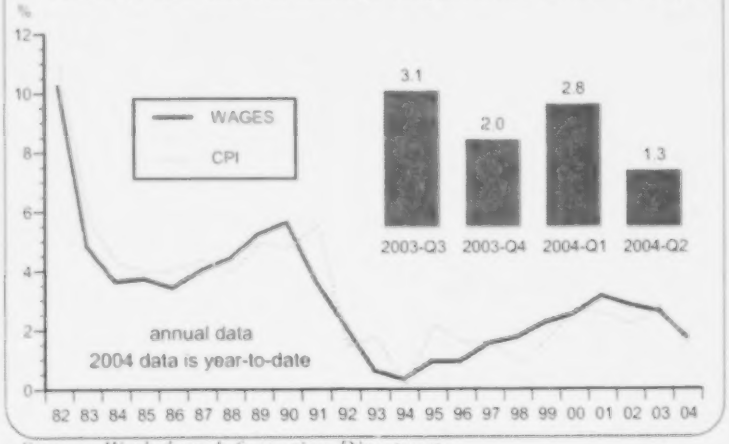
Summary

Major collective bargaining settlements reached in **the second quarter 2004** provided base rate wage increases averaging **1.3 per cent** annually over the term of the contracts, down from 2.8 per cent in the previous quarter and the average of 2.6 per cent for the year 2003. The second quarter 2004 results are based on a review of 122 settlements with a coverage of 360,260 employees.

When the parties to these settlements previously negotiated, the resulting wage adjustments averaged 3.0 per cent, higher than in their current settlements. Contract duration in the current settlements averaged 36.9 months, compared to 35.5 months in the previous settlements.

Chart A

Major Wage Settlements
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate.

The relatively low wage adjustment was due mainly to a single May 2004 settlement, the B.C. Health Employers Association contract, providing an overall wage reduction of 15 per cent for 43,000 health service employees. The bargaining unit, represented by the B.C. Facilities Subsector Bargaining Association, launched a province-wide strike and returned to work three days after being ordered to do so through passage of the *Health Sector Collective Agreement Act* (Bill 37) in the B.C. provincial legislature. Excluding the B.C. Health Employers Association agreement, the 121 major settlements in the second quarter averaged increases of 2.5 per cent, compared to the 1.3 per cent aggregate figure.

Public and Private Sectors

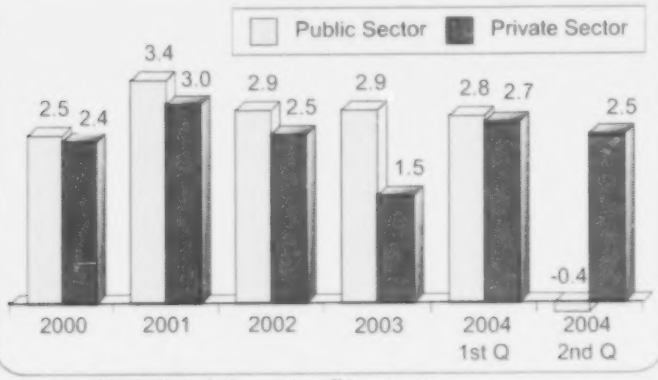
Private-sector wage adjustments averaged **2.5 per cent** for 209,790 employees in 68 agreements. **Public-sector** wage adjustments averaged **-0.4 per cent** for 150,470 employees in 54 agreements.

Excluding the B.C. Health Employers Association agreement, the remaining 53 major settlements in the public sector averaged increases of 2.5 per cent, identical to the private sector figure during the same time period.

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Chart B

Major Wage Settlements by Public/Private Sectors
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate.

Jurisdiction/Region

On a jurisdictional basis, **Nova Scotia** posted the largest average wage gain in the second quarter, at **4.0 per cent,** due in large part to an agreement with the Dalhousie University teaching assistants at 5.7 per cent. The smallest average wage adjustment was recorded in **British Columbia** at **-3.1 per cent.**

In the Federal jurisdiction wage increases averaged 2.4 per cent. Wage adjustments in the Prairie Provinces averaged 2.8 per cent; this figure includes Saskatchewan at 1.4 per cent, Manitoba at 2.7 per cent and Alberta at 2.9 per cent. In the Atlantic, wage increases averaged 1.7 per cent, due in large part to eight public-sector agreements in Newfoundland and Labrador averaging 1.2 per cent; three agreements in Nova Scotia averaged 4.0 per cent, a single agreement in New Brunswick at 2.1 per cent and a single agreement in Prince Edward Island at 2.0 per cent. In Quebec, wage increases averaged 2.5 per cent for 89,380 employees in 14 agreements, including a large concentration of construction employees in four contracts with increases averaging 2.5 per cent. There were 50 agreements in Ontario providing 101,090 employees with wage increases averaging 2.9 per cent. There were also two Multiprovince agreements providing 3,750 employees with wage gains averaging 2.6 per cent.

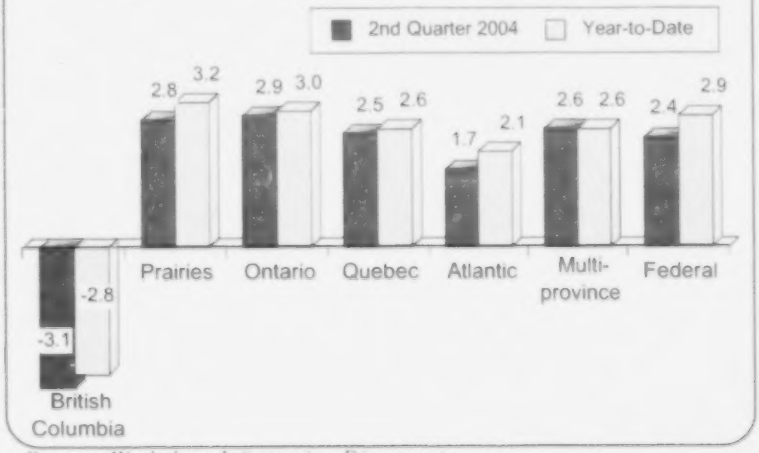
Industry

On an industry basis, average wage adjustments in the second quarter 2004 ranged from a low of **-0.9 per cent** in **education, health and social services,** to a high of **3.6 per cent** in the **utilities** sector which consisted of a single agreement, Nova Scotia Power Inc.

There has been increased settlement activity in the **construction** sector. In the second quarter there were 36 major agreements settled in this industry, providing 162,280 construction workers (the largest concentration of employees) with wage increases averaging **2.7 per cent.**

Chart C

Major Wage Settlements by Region/Jurisdiction
Average Annual Percentage Adjustment in Base Rates

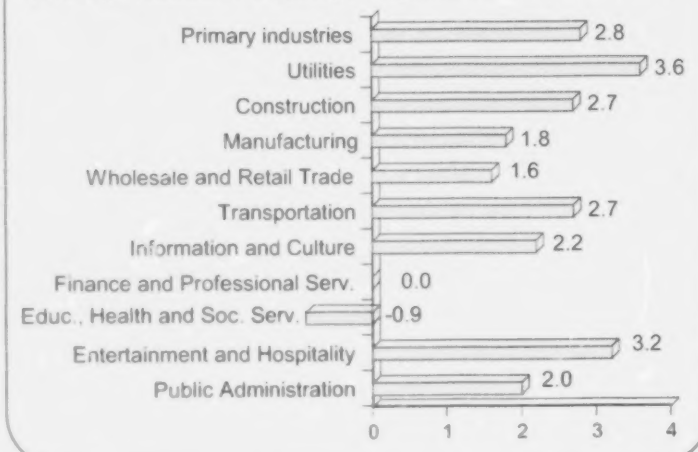


Source: Workplace Information Directorate.

In descending order of magnitude, the remaining industry averages were: **entertainment and hospitality** sector, **3.2 per cent** for 5,150 employees in two agreements; **primary industries, 2.8 per cent** for 660 employees in a single agreement; **transportation, 2.7 per cent** for 5,220 employees in seven agreements; **information and culture, 2.2 per cent** for 1,460 employees in a single agreement; **public administration, 2.0 per cent** for 19,990 employees in 12 agreements; **manufacturing, 1.8 per cent** for 27,740 employees in 17 agreements; **trade, 1.6 per cent** for 10,280 employees in three agreements; and in the **finance and professional services sector,** a **wage freeze** for 740 employees in a single agreement.

Chart D

Major Wage Settlements by Industry
Average Annual Percentage Adjustment in Base Rates



Source : Workplace Information Directorate.

Distribution by Size of Wage Increase

The incidence of wage freezes and wage rollbacks had declined since 1994. In 2003, there was a slight increase in the incidence of wage freezes and wage rollbacks. Air Canada settlements accounted for 10.3 per cent of wage freezes and rollbacks. In 2003, 3.5 per cent of all employees received wage rollbacks in two agreements and 6.8 per cent of employees in eight agreements were subject to a wage freeze. In 2004, year-to-date, 11.3 per cent of employees have received a wage rollback in two agreements and 1.2 per cent of employees in five agreements were subject to a wage freeze.

Distribution of Agreements and Employees by Range of Wage Adjustments

	Agreements		Employees	
Adjustment Range	Number	Percentage	Number	Percentage
Less than 0%	1	0.8	43,000	11.9
0% (no increase)	4	3.3	5,130	1.4
Over 0% to 0.9%	2	1.6	1,700	0.5
1.0% to 1.9%	25	20.5	66,170	18.4
2.0% to 2.9%	45	36.9	170,730	47.4
3.0% to 3.9%	33	27.0	61,180	17.0
4.0% to 4.9%	7	5.7	7,780	2.2
5.0% to 5.9%	1	0.8	930	0.3
6.0% to 6.9%	4	3.3	3,640	1.0
ALL LEVELS	122	100.0	360,260	100.0

Note: Due to rounding, percentages may not always equal 100 per cent.

Source: Workplace Information Directorate.

In the second quarter 2004, a single B.C.Health Employers Association contract (43,000 employees representing 11.9 per cent of employees in the second quarter's 122 settlements) contained a wage rollback and 5,130 employees, in four settlements (1.4 per cent of employees), were subject to a wage freeze.

For 47.4 per cent of employees in the second quarter 2004, wage increases were in the 2.0 to 2.9 per cent range, compared to 27.3 per cent of employees receiving increases in the same range last year.

At the upper end of the wage adjustment scale, 20.5 per cent of employees received wage increases of 3.0 per cent or more, compared to 49.9 per cent of employees in 2003 settlements.

At the lower end of the wage adjustment scale, 18.9 per cent of employees received wage increases of 0.1 per cent to 1.9 per cent, whereas in 2003, 12.5 per cent of employees were in the same range.

Wage Data for the Second Quarter 2004 for Small, Medium and Large Bargaining Units

Among the 160 collective bargaining settlements reached in the second quarter of 2004, 38 settlements were in small bargaining units (between 100 and 499 employees), 88 were in medium bargaining units (500 to 1,999 employees), and 34 were in large bargaining units with 2,000 employees or more.

SMALL bargaining units reported an average increase of **2.8 per cent. Public-sector** settlements provided an average increase of **3.0 per cent,** higher than the **private-sector** wage adjustment of **2.6 per cent.** On an industry basis, the **finance and professional services** sector had the highest wage adjustment at **3.6 per cent** while the **wholesale and retail trade** sector reported the lowest increase at **1.3 per cent.** On a regional/jurisdictional basis, average increases ranged from a high of **3.1 per cent** in the **Prairie Provinces** to a low of **1.5 per cent** in **British Columbia.**

MEDIUM bargaining units reported a second quarter average wage increase of **2.7 per cent. Public-sector** settlements resulted in an average increase of **2.8 per cent,** compared to the **private-sector** figure of **2.6 per cent.** On an industry basis, the **utilities** sector had the highest wage adjustment at **3.6 per cent** while the **wholesale and retail trade** sector reported the lowest increase at **1.6 per cent.** On a regional/jurisdictional basis, average increases ranged from a high of **3.2 per cent** in **Ontario** to a low of **1.1 per cent** in **British Columbia.**

Chart E

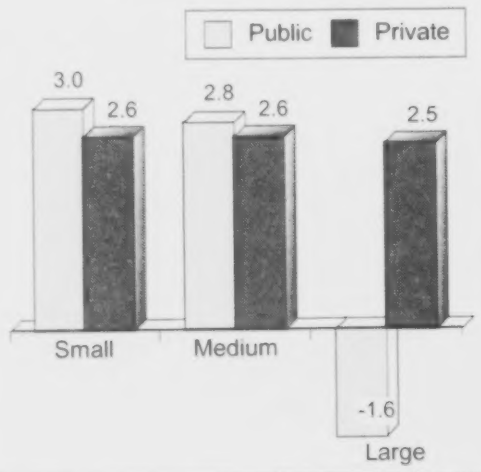
Average Annual Adjustment by Size of Bargaining Units

Source: Workplace Information Directorate

LARGE bargaining units reported a wage increase of **0.9 per cent.** Settlements in the **public sector** provided an average adjustment of **-1.6 per cent** while settlements in the **private sector** resulted in an average increase of **2.5 per cent.** On an industry basis, the **entertainment and hospitality** sector had the highest wage adjustment at **3.4 per cent** while the **education, health and social services** sector reported the lowest adjustment at **-2.1 per cent.** On a regional/jurisdictional basis, average adjustments ranged from a high of **2.9 per cent** in the **Prairie Provinces** to a low of **-3.3 per cent** in **British Columbia.**

Chart F

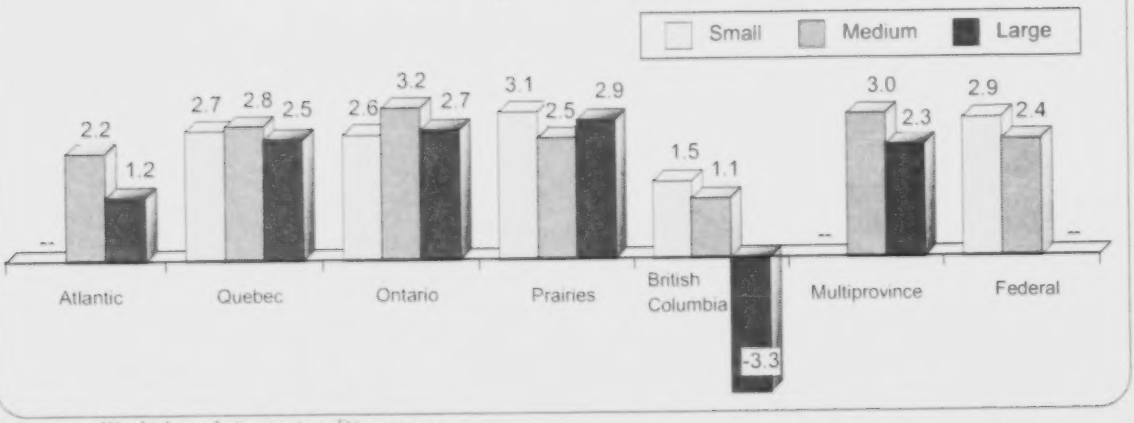
Average Annual Percentage Adjustment by Size of Bargaining Units, by Public/Private Sectors



Source: Workplace Information Directorate.

Chart G

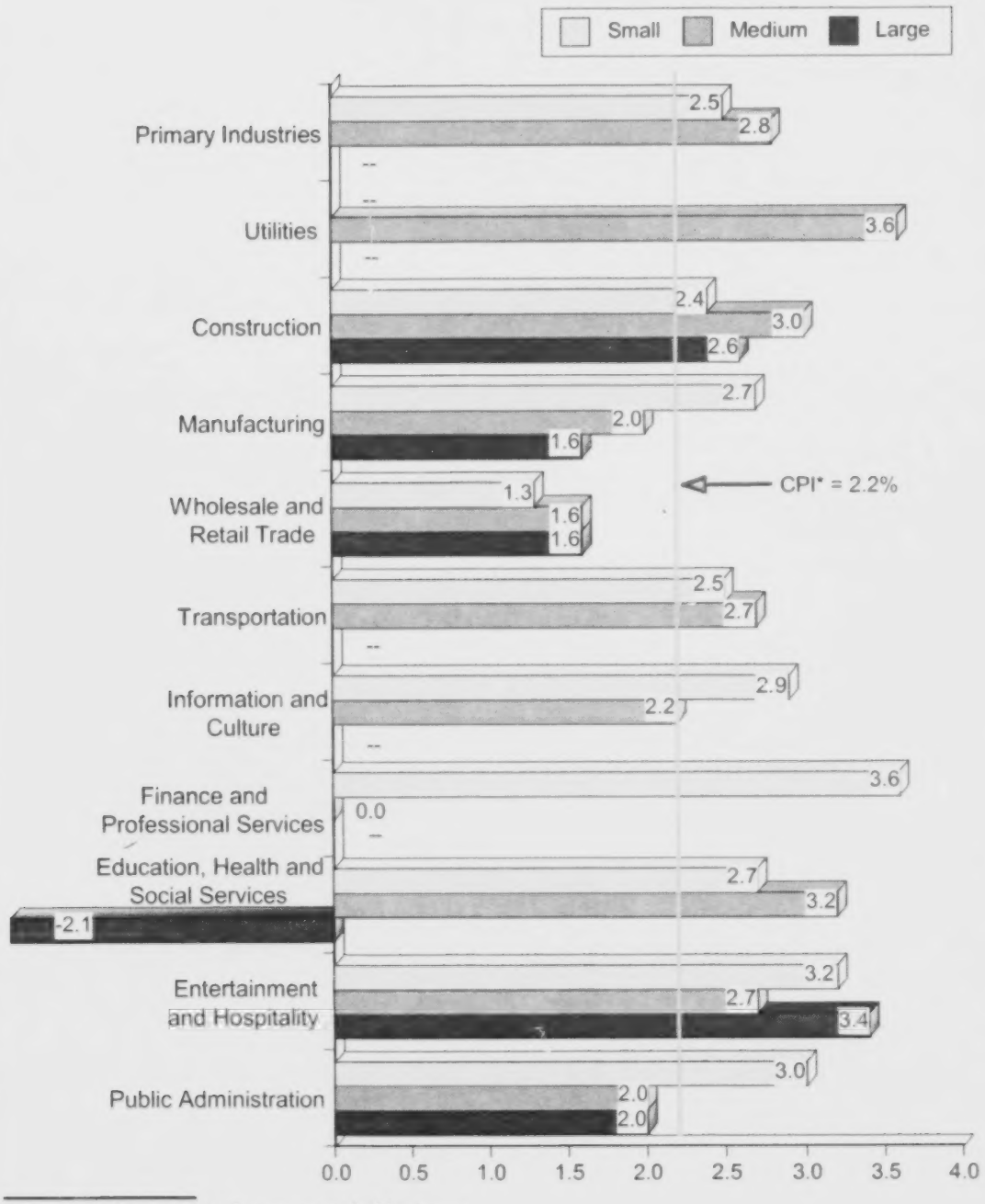
Average Annual Percentage Adjustment by Size of Bargaining Units, by Region/Jurisdiction



Source: Workplace Information Directorate.

Chart H

Average Annual Percentage Adjustment by Size of Bargaining Units, by Industry



* Per cent change from the same period last year.

Source: Workplace Information Directorate.

Major Settlements Reached in the Second Quarter 2004

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Primary Industries (1 agreement)	**660**	**2.8**	**2.7**	**36.0**	
IMC Esterhazy Canada Limited Partnership, mine employees, Esterhazy, Sask.	660	2.8	2.7	36	2007-01-31
Utilities (1 agreement)	**900**	**3.6**	**5.1**	**52.0**	
Nova Scotia Power Incorporated, utility workers, province-wide, N.S.	900	3.6	5.1	52	2007-07-31
Construction (36 agreements)	**162,980**	**2.7**	**1.4**	**36.8**	
Architectural Glass and Metal Contractors Association, glaziers, province-wide, Ont.	1,200	2.8	2.8	36	2007-04-30
Association de la construction du Québec, construction trades, province-wide, Que.	39,330	2.5	0.0	36	2007-04-30
Association de la construction du Québec, construction trades, province-wide, Que.	11,380	2.5	0.0	36	2007-04-30
Association des constructeurs de routes et grands travaux du Québec, construction trades, province-wide, Que.	11,190	2.5	0.0	36	2007-04-30
Association of Millwrighting Contractors of Ontario Inc., millwrights, province-wide, Ont.	2,000	3.1	3.0	36	2007-04-30
Association of Provincial Housing Contractors of Quebec, construction trades, province-wide, Que.	18,010	2.5	0.0	36	2007-04-30
Carpenters' Employer Bargaining Agency, carpenters, province-wide, Ont.	12,000	2.9	4.2	36	2007-04-30
Construction Labour Relations Association of Manitoba, carpenters, province-wide, Man.	500	1.7	1.5	36	2007-04-30
Construction Labour Relations-Alberta Association, carpenters, province-wide, Alta.	4,500	2.3	0.0	48	2007-04-30
Construction Labour Relations-Alberta Association, insulation workers, province-wide, Alta.	1,500	2.3	0.0	48	2007-04-30
Construction Labour Relations-Alberta Association, iron workers, province-wide, Alta.	800	2.3	0.0	48	2007-04-30
Construction Labour Relations-Alberta Association, labourers, province-wide, Alta.	3,200	2.5	0.0	48	2007-04-30
Construction Labour Relations-Alberta Association, operating engineers, province-wide, Alta.	600	2.3	0.0	48	2007-04-30
Construction Labour Relations-Alberta Association, sheet metal workers, province-wide, Alta.	500	2.2	0.0	48	2007-04-30
Electrical Contractors Association of Toronto, electricians, Toronto, Ont.	750	4.2	4.2	36	2007-04-30
Greater Toronto Sewer and Watermain Contractors Association, heavy equipment operators, Toronto, Ont.	800	3.2	3.3	36	2007-04-30
Greater Toronto Sewer and Watermain Contractors Association, labourers, Toronto, Ont.	1,000	3.3	3.4	36	2007-04-30

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Construction (continued)					
Independent Plumbing and Heating Contractors Association, plumbers and pipefitters, Toronto, Ont.	720	3.1	3.3	36	2007-04-30
Labourers Employer Bargaining Agency, labourers, province-wide, Ont.	10,000	2.9	3.1	36	2007-04-30
Masonry Contractors Association of Toronto Inc., bricklayers, province-wide, Ont.	3,000	3.5	3.4	36	2007-04-30
Mechanical Contractors Association Ontario, plumbers and pipefitters, province-wide, Ont.	12,000	2.5	2.5	36	2007-04-30
Metropolitan Plumbing and Heating Contractors Association, plumbers and pipefitters, Toronto, Ont.	660	2.7	2.5	36	2007-04-30
Metropolitan Toronto Demolition Contractors Inc., labourers, province-wide, Ont.	600	4.4	4.6	36	2007-04-30
National Elevator and Escalator Association, elevator constructors, province-wide, Ont.	1,200	2.5	2.5	12	2005-04-30
Ontario Concrete & Drain Contractors Association, labourers, Toronto, Ont.	1,000	3.5	3.7	36	2007-04-30
Ontario Erectors Association Inc., iron workers, province-wide, Ont.	4,000	2.7	2.7	36	2007-04-30
Ontario Formwork Association, heavy equipment operators, province-wide, Ont.	1,500	3.3	3.4	36	2007-04-30
Ontario Industrial Roofing Contractors Association, roofers, province-wide, Ont.	1,000	3.5	4.1	36	2007-04-30
Ontario Refrigeration and Air Conditioning Contractors Association, service and maintenance employees, province-wide, Ont.	1,500	2.8	3.6	36	2007-04-30
Ontario Sheet Metal and Air Handling Group, sheet metal workers, province-wide, Ont.	6,000	2.7	2.7	36	2007-04-30
Operating Engineers Employer Bargaining Agency, operating engineers, province-wide, Ont.	3,000	2.7	3.0	36	2007-04-30
Pipe Line Contractors Association of Canada, operating engineers, Canada-wide	2,000	2.3	2.0	48	2007-04-30
Residential Low-Rise Forming Contruction Association, labourers, Toronto and area, Ont.	1,500	3.3	3.4	36	2007-04-30
Rodmen Employer Bargaining Agency, rodmen, province-wide, Ont.	1,500	2.8	2.8	36	2007-04-30
Toronto and Area Road Builders Association, labourers, Toronto, Ont.	2,000	3.4	3.5	36	2007-04-30
Toronto Residential Air Handling Group, sheet metal workers, Toronto, Ont.	540	3.2	2.9	36	2007-04-30
Manufacturing (17 agreements)	**27,740**	**1.8**	**0.5**	**53.6**	
Bacon America Inc., production employees, Drummondville, Que.	510	3.0	3.0	36	2007-03-01
Bayer Inc. (Lanxess), plant and maintenance employees, Sarnia, Ont.	500	2.2	0.0	36	2007-01-31

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Manufacturing (continued)					
Bombardier Transport, production employees, La Pocatière, Que.	890	1.9	0.0	48	2007-09-30
Canadian Forest Products Ltd., mill employees, Prince George, B.C.	1,500	1.8	0.0	72	2009-06-30
Conifer (Council on Northern Interior Forest Employment Relations), mill employees, Northern Interior, B.C.	2,500	1.8	0.0	72	2009-06-30
Dana Canada Inc., plant and maintenance employees, Thorold, Ont.	860	1.5*	2.1	36	2007-05-31
Forest Industrial Relations Limited, mill employees, coastal region, B.C.	10,000	1.5	0.0	48	2007-06-14
Gencorp Canada Inc., plant and maintenance employees, Welland, Ont.	700	2.2*	2.2	36	2007-05-31
H.J. Heinz Company of Canada Ltd., plant and maintenance employees, Leamington, Ont.	600	3.3*	2.7	36	2007-04-30
Interior Forest Labour Relations Association, mill employees, Southern Interior, B.C.	5,000	1.8	0.0	72	2009-06-30
Island Fishermen's Co-operative Association Ltd., plant and maintenance employees, Lamèque, N.B.	530	2.1	2.0	42	2006-08-28
Lear Corporation, plant and maintenance employees, Ajax, Ont.	560	2.4*	2.4	36	2007-04-27
Maple Leaf Pork, Division of Maple Leaf Meats Inc., plant and maintenance employees, Burlington, Ont.	1,100	3.1	3.2	36	2007-03-31
Navistar International Corporation Canada, production employees, Chatham, Ont.	650	1.0*	0.8	29	2009-06-30
Nortel Networks, production, technical and maintenance employees, Montréal, Que.	640	0.0*	0.0	36	2007-03-05
Weldwood of Canada Limited, Cariboo Division, mill employees, Quesnel, B.C.	550	1.8	0.0	72	2009-06-30
Weyerhaeuser Saskatchewan Ltd., mill employees, Prince Albert, Sask.	650	2.2	2.5	60	2008-05-31
Wholesale and Retail Trade (3 agreements)	**10,280**	**1.6**	**1.2**	**41.4**	
Great Atlantic & Pacific Company of Canada, Limited (Food Basics), retail employees, province-wide, Ont.	6,300	1.7	1.8	36	2007-01-31
Valumart and Independent Grocers, retail employees, province-wide, Ont.	880	1.6	1.7	36	2007-01-31
Westfair Foods Ltd., retail employees, province-wide, Man.	3,100	1.3	0.0	54	2008-09-30
Transportation (7 agreements)	**5,220**	**2.7**	**2.1**	**37.0**	
Council of Marine Carriers, licensed personnel, coastal region, B.C.	650	3.0	3.0	36	2006-09-30
Globeground North America, aircraft maintenance employees, Toronto, Ont.	650	1.2	0.0	30	2006-06-30

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Transportation (continued)					
GO Transit, bus drivers, Toronto, Ont.	910	2.2	0.0	48	2007-06-01
NAV CANADA, electronic technicians, Canada-wide	770	2.7	2.5	60	2005-08-31
NAV CANADA, flight service specialists, Canada-wide	850	3.0	3.0	12	2005-04-30
NAV CANADA, radio operators, Canada-wide	850	4.0	4.0	36	2004-04-30
Saskatchewan Wheat Pool, grain elevator employees, province-wide, Sask.	540	2.3	2.0	36	2006-01-31
Information and Culture (1 agreement)	**1,460**	**2.2**	**2.5**	**24.0**	
Société Radio-Canada, broadcast and television employees, province-wide, Que. and Moncton, N.B.	1,460	2.2	2.5	24	2006-03-28
Finance and Professional Services (1 agreement)	**740**	**0.0**	**0.0**	**28.0**	
Visa Centre, Canadian Imperial Bank of Commerce, office employees, Toronto, Ont.	740	0.0	0.0	28	2006-06-30
Education, Health and Social Services (41 agreements)	**125,140**	**-0.9**	**-3.4**	**31.5**	
Board of Trustees of the Edmonton Catholic Regional Division No. 40, office employees and technicians, Edmonton, Alta.	750	3.5	3.0	24	2004-12-31
Community Social Services Employers Association, health and social care professionals, province-wide, B.C.	6,000	1.0	0.0	36	2006-03-31
Community Social Services Employers Association, health professional employees, province-wide, B.C.	9,000	1.0	0.0	36	2006-03-31
Dalhousie University, teaching assistants, Halifax, N.S.	930	5.7	12.0	36	2006-08-31
Diversicare I Limited Partnership, non-medical employees, Toronto, Ont.	700	3.2	4.3	40	2007-04-30
Extendicare (Canada) Inc., non-medical employees, Scarborough, Ont.	620	3.1	4.1	40	2007-04-30
Extendicare (Canada) Inc., non-medical employees, Scarborough, Ont.	860	3.1	4.1	40	2007-04-30
Government of Newfoundland and Labrador, health professional employees, province-wide, N.L.	590	1.2	0.0	48	2008-03-31
Government of Newfoundland and Labrador, laboratory technicians, province-wide, N.L.	860	1.3	0.0	48	2008-03-31
Government of Newfoundland and Labrador, office employees, province-wide, N.L.	790	1.2	0.0	48	2008-03-31
Government of Newfoundland and Labrador, support employees, province-wide, N.L.	6,580	1.2	0.0	48	2008-03-31
Government of Newfoundland and Labrador, support employees, province-wide, N.L.	2,000	1.2	0.0	48	2008-03-31
Government of Newfoundland and Labrador, teaching assistants, province-wide, N.L.	760	1.2	0.0	48	2008-03-31

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Government of Prince Edward Island, elementary and secondary teachers, province-wide, P.E.I.	1,480	2.0	2.0	36	2007-06-30
Governors of the University of Calgary, lecturers, Calgary, Alta.	2,360	3.3	4.0	36	2007-06-30
Greater Essex County District School Board, elementary teachers, Windsor, Ont.	1,380	3.4	2.0	36	2004-08-31
Halifax Regional School Board, educational services, Halifax, N.S.	640	2.0	2.0	36	2006-07-31
Hamilton-Wentworth District School Board, office employees and technicians, Hamilton, Ont.	500	2.3	3.0	36	2006-08-31
Health Employers Association of British Columbia, non-medical employees, province-wide, B.C.	43,000	-7.6	-15.0	24	2006-03-31
Kawartha Pine Ridge District School Board, elementary teachers, Peterborough, Ont.	1,490	3.5	2.4	36	2004-08-31
Leisureworld Inc., non-medical employees, Toronto, Ont.	1,350	3.2	4.4	40	2007-04-30
Memorial University of Newfoundland, administrative services employees, St. John's, N.L.	850	1.2	0.0	48	2008-03-31
Northern Alberta Institute of Technology, lecturers, Edmonton, Alta.	950	4.0	4.0	36	2007-06-30
Provincial Health Authorities of Alberta, nurses, province-wide, Alta.	22,380	3.2	3.5	36	2006-03-31
Queen's University, professors, Kingston, Ont.	860	3.3	3.3	12	2005-04-30
Red River College, lecturers, Winnipeg, Man.	980	2.7*	3.0	36	2006-06-23
Regional Health Authorities of Manitoba, health and social care professionals, province-wide, Man.	780	4.5	5.0	36	2006-03-31
Regional Municipality of Niagara, non-medical employees, Niagara Region, Ont.	750	3.0	3.0	36	2006-12-31
Saskatchewan Institute of Applied Science and Technology, administrative services employees, province-wide, Sask.	560	0.5	0.0	36	2006-06-30
Saskatchewan Institute of Applied Science and Technology, lecturers, province-wide, Sask.	1,140	0.5	0.0	36	2006-06-30
Toronto Catholic District School Board, custodial employees, Toronto, Ont.	850	6.1	6.1	12	2004-08-31
Toronto Catholic District School Board, educational services, Toronto, Ont.	1,070	6.1	6.1	12	2004-08-31
Toronto Catholic District School Board, office employees, Toronto, Ont.	540	6.1	6.1	12	2004-08-31
Université Laval, professors, Québec, Que.	1,180	6.4	6.4	12	2005-05-31
Université du Québec à Chicoutimi, lecturers, Chicoutimi, Que.	700	4.5	8.7	36	2006-12-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Université du Québec en Outaouais, teaching assistants, Gatineau, Que.	560	3.9	5.5	42	2006-11-30
University of British Columbia, professors, Vancouver, B.C.	2,500	0.0	0.0	24	2006-06-30
University of Manitoba, professors, Winnipeg, Man.	1,150	3.0	3.0	36	2007-03-31
University of Western Ontario, office employees, London, Ont.	1,050	3.0	3.0	24	2006-06-30
Winnipeg School Division No. 1, elementary and secondary teachers, Winnipeg, Man.	3,150	4.0	5.1	24	2005-06-30
Wolf Creek School Division No. 72, elementary and secondary teachers, Ponoka, Alta.	500	2.0	2.0	12	2004-08-31
Entertainment and Hospitality (2 agreements)	**5,150**	**3.2**	**3.8**	**44.2**	
Manitoba Lotteries Corporation, casino employees, Winnipeg, Man.	1,650	2.7*	3.0	36	2006-09-30
Windsor Casino Limited, casino employees, Windsor, Ont.	3,500	3.4	4.2	48	2008-04-03
Public Administration (12 agreements)	**19,990**	**2.0**	**1.7**	**45.0**	
City of Hamilton, inside and outside employees, Hamilton, Ont.	2,200	2.2	2.0	36	2006-12-31
City of Montréal, professional employees, Montréal, Que.	1,240	1.8	2.0	60	2006-12-31
City of Montréal, school crossing guards, Montréal, Que.	650	1.7	2.0	63	2007-08-14
City of Québec, office employees, Québec, Que.	1,700	2.3	2.0	48	2006-12-31
City of Québec, outside employees, Québec, Que.	1,400	2.2	2.0	48	2006-12-31
City of Vancouver, inside employees, Vancouver, B.C.	3,840	2.6*	2.5	48	2006-12-31
Communications Security Establishment, administrative services employees, Ottawa, Ont.	1,000	2.7	3.0	48	2006-02-09
Government of British Columbia, scientific and other professionals, province-wide, B.C.	1,250	0.0	0.0	24	2006-03-31
Government of Canada, ship maintenance, coastal region, B.C.	650	2.2	2.5	36	2006-09-30
Government of Newfoundland and Labrador, general services employees, province-wide, N.L.	3,470	1.2	0.0	48	2008-03-31
Government of Nunavut, office employees and technicians, Iqaluit, Nunavut	1,750	3.0	2.9	42	2006-09-30
Niagara Parks Commission, recreational employees, Niagara Falls, Ont.	840	2.0	1.0	36	2006-10-31
Agreements with COLA (9 agreements)	**10,480**	**2.3***	**2.3**	**40.0**	
Agreements without COLA (113 agreements)	**349,780**	**1.2**	**-0.3**	**36.8**	
All Agreements (122 agreements)	**360,260**	**1.3**	**-0.3**	**36.9**	

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

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Table 1

Major Wage Settlements—All Sectors by Year and Quarter

		Number of Agreements	Number of Employees	Duration in Months	% Wage Adjustment
YEAR					
1985		516	838,620	24.5	3.7
1986		553	1,121,456	25.6	3.4
1987		478	1,111,330	29.9	4.0
1988		542	1,182,742	25.3	4.4
1989		453	1,001,786	29.6	5.2
1990		507	1,146,353	28.4	5.6
1991		547	1,345,643	18.2	3.6
1992		496	1,306,765	24.3	2.1
1993		518	1,412,471	23.9	0.7
1994		434	942,583	28.4	0.3
1995		402	908,803	32.8	0.9
1996		378	810,415	32.6	0.9
1997		379	692,219	33.9	1.5
1998		412	938,310	31.9	1.7
1999		379	828,140	36.0	2.2
2000		406	1,081,030	34.7	2.5
2001		427	988,970	33.4	3.2
2002		362	986,610	29.5	2.8
2003		341	615,380	35.8	2.6
2004*		194	499,560	34.7	1.7
* Year-to-Date					
QUARTER					
2003	I	87	107,550	31.9	2.8
	II	129	234,250	33.1	2.5
	III	47	136,240	42.3	3.1
	IV	78	137,340	37.0	2.0
2004	I	72	139,300	28.8	2.8
	II	122	360,260	36.9	1.3

Table 2

Major Wage Settlements—Public and Private Sectors by Year and Quarter

	Public Sector				Private Sector			
	Number of Agreements	Number of Employees	Duration in Months	% Wage Adjusment	Number of Agreements	Number of Employees	Duration in Months	% Wage Adjusment
YEAR								
1985	316	566,785	21.7	3.8	200	271,835	30.1	3.3
1986	321	709,241	25.3	3.6	232	412,215	26.0	3.0
1987	270	824,298	29.4	4.1	208	287,032	31.4	3.8
1988	301	698,603	24.0	4.0	241	484,139	27.2	5.0
1989	294	736,003	30.0	5.2	159	265,783	28.6	5.2
1990	283	677,830	27.4	5.6	224	468,523	29.7	5.7
1991	365	1,121,668	16.0	3.4	182	223,975	29.2	4.4
1992	301	975,874	21.7	2.0	195	330,891	32.2	2.6
1993	347	1,012,003	23.4	0.6	171	400,468	25.2	0.8
1994	299	719,824	26.5	0.0	135	222,759	34.5	1.2
1995	215	629,625	31.5	0.6	187	279,178	35.9	1.4
1996	212	564,293	31.7	0.5	166	246,122	34.7	1.7
1997	220	370,325	30.3	1.1	159	321,894	38.1	1.8
1998	221	646,270	31.1	1.6	191	292,040	33.7	1.8
1999	219	510,590	35.0	2.0	160	317,550	37.6	2.7
2000	302	917,090	33.5	2.5	104	163,940	41.5	2.4
2001	258	692,280	32.0	3.4	169	296,690	36.5	3.0
2002	249	760,060	26.2	2.9	113	226,550	40.6	2.5
2003	247	468,750	33.1	2.9	94	146,630	44.3	1.5
2004*	104	251,100	30.7	0.9	90	248,460	38.6	2.5
* Year-to-Date								
QUARTER								
2003 I	63	81,090	29.0	2.9	24	26,460	40.8	2.3
II	93	172,060	29.8	3.1	36	62,190	42.3	0.8
III	34	121,690	41.7	3.2	13	14,550	47.5	2.3
IV	57	93,910	31.7	2.2	21	43,430	48.3	1.6
2004 I	50	100,630	26.4	2.8	22	38,670	35.2	2.7
II	54	150,470	33.7	-0.3	68	209,790	39.3	2.5

Table 3

Wage Adjustment—All Sectors
Region/Jurisdiction by Year and Quarter

	2002	2003	2003–2004			
			3	4	1	2
	%	%	%	%	%	%
Canada	2.8	2.6	3.1	2.0	2.8	1.3
Atlantic	4.1	3.1	4.2	2.7	3.3	1.7
Newfoundland and Labrador	6.6	3.1	5.0	2.2	-	1.2
Prince Edward Island	4.9	3.2	-	3.0	3.2	2.0
Nova Scotia	2.4	3.3	3.3	2.0	3.3	4.0
New Brunswick	2.7	2.8	-	2.9	3.4	2.1
Quebec	2.1	2.2	1.9	2.3	3.0	2.5
Ontario	3.0	3.3	3.7	2.9	3.1	2.9
Prairies	4.2	2.9	3.5	2.9	3.6	2.8
Manitoba	4.0	2.8	3.8	2.7	3.2	2.7
Saskatchewan	4.0	3.0	3.1	-	-	1.4
Alberta	4.5	3.0	3.3	3.6	3.7	2.9
British Columbia	1.9	1.3	2.5	0.8	-1.1	-3.0
Territories	3.0	2.5	-	2.5	-	3.0
Multiprovince	4.3	2.4	1.8	-	-	2.3
Federal	2.7	2.1	3.1	3.0	3.1	2.4

Table 4

Wage Adjustment—Public and Private Sectors
Region/Jurisdiction by Year and Quarter

	2002	2003	2003–2004 3	4	1	2
	%	%	%	%	%	%
PUBLIC SECTOR						
Canada	2.9	2.9	3.2	2.2	2.8	-0.3
Atlantic	4.3	3.2	4.2	2.7	3.8	1.5
Newfoundland and Labrador	7.2	4.5	5.0	-	-	1.2
Prince Edward Island	4.9	3.0	-	3.0	3.2	2.0
Nova Scotia	2.3	3.4	3.3	-	3.9	4.2
New Brunswick	3.0	2.3	-	2.3	-	-
Quebec	2.0	2.1	1.8	2.1	3.1	3.1
Ontario	2.9	3.6	4.0	3.8	3.7	3.4
Prairies	4.8	3.2	3.5	2.9	3.6	3.1
Manitoba	4.6	3.0	3.8	2.7	3.2	3.4
Saskatchewan	4.5	3.4	3.1	-	-	0.5
Alberta	5.2	3.5	3.3	3.6	3.7	3.2
British Columbia	2.2	1.2	2.9	0.5	-1.3	-4.5
Territories	3.0	2.5	-	2.5	-	3.0
Multiprovince	-	-	-	-	-	-
Federal	2.9	3.0	3.2	4.0	3.3	2.4
PRIVATE SECTOR						
Canada	2.5	1.5	2.3	1.6	2.7	2.5
Atlantic	2.7	2.9	-	2.6	2.4	3.1
Newfoundland and Labrador	3.0	2.5	-	2.2	-	-
Prince Edward Island	-	3.6	-	-	-	-
Nova Scotia	4.0	2.7	-	2.0	1.3	3.6
New Brunswick	1.4	3.7	-	3.5	3.4	2.1
Quebec	2.5	2.6	2.7	2.6	2.8	2.5
Ontario	3.2	1.9	2.3	1.3	2.4	2.8
Prairies	1.5	1.4	-	-	4.0	2.1
Manitoba	1.3	0.6	-	-	-	1.3
Saskatchewan	1.6	2.6	-	-	-	2.5
Alberta	1.6	1.6	-	-	4.0	2.3
British Columbia	1.4	1.4	2.0	1.3	4.0	1.7
Territories	-	-	-	-	-	-
Multiprovince	4.3	2.4	1.8	-	-	2.3
Federal	2.4	0.5	2.5	2.7	2.8	2.4

Table 5

Major Wage Settlements—Industry Division by Year and Quarter

			2003–2004			
	2002	2003	3	4	1	2
All Industries						
Number of Agreements	362	341	47	78	72	122
Number of Employees	986,610	615,380	136,240	137,340	139,300	360,260
Duration in Months	29.5	35.8	42.3	37.0	28.8	36.9
% Wage Adjustment	2.8	2.6	3.1	2.0	2.8	1.3
Primary Industries						
Number of Agreements	3	2	-	-	3	1
Number of Employees	1,880	1,410	-	-	3,380	660
Duration in Months	36.5	36.0	-	-	36.0	36.0
% Wage Adjustment	2.1	2.7	-	-	3.1	2.8
Utilities						
Number of Agreements	15	13	1	2	4	1
Number of Employees	19,130	25,850	550	3,510	4,580	900
Duration in Months	33.0	33.8	36.0	36.0	16.0	52.0
% Wage Adjustment	2.4	2.4	2.6	2.6	3.2	3.6
Construction						
Number of Agreements	12	5	1	2	2	36
Number of Employees	23,660	3,110	800	1,200	15,200	162,980
Duration in Months	47.4	44.2	48.0	48.0	36.0	36.8
% Wage Adjustment	1.2	2.7	1.8	3.5	2.6	2.7
Manufacturing						
Number of Agreements	50	46	7	8	10	17
Number of Employees	92,530	41,860	7,940	5,830	9,900	27,740
Duration in Months	38.4	41.1	44.2	41.1	32.7	53.6
% Wage Adjustment	3.5	2.4	2.3	2.6	2.3	1.8
Wholesale and Retail Trade						
Number of Agreements	19	15	2	7	1	3
Number of Employees	51,720	47,230	1,350	33,600	950	10,280
Duration in Months	45.2	50.7	60.6	49.4	36.0	41.4
% Wage Adjustment	1.8	1.3	3.1	1.3	2.7	1.6

Table 5 (continued)

Major Wage Settlements—Industry Division by Year and Quarter

	2002	2003	2003–2004 3	4	1	2
Transportation						
Number of Agreements	12	25	6	6	4	7
Number of Employees	29,580	112,800	57,080	8,630	14,920	5,220
Duration in Months	31.5	44.0	47.6	40.4	42.8	37.0
% Wage Adjustment	2.4	2.0	2.9	2.5	3.1	2.7
Information and Culture						
Number of Agreements	8	10	1	4	1	1
Number of Employees	23,160	10,590	700	2,770	1,100	1,460
Duration in Months	34.6	39.8	24	39.9	36.0	24.0
% Wage Adjustment	3.0	2.2	3	2.8	2.7	2.2
Finance and Professional Services						
Number of Agreements	8	6	1	2	-	1
Number of Employees	12,560	5,030	1,280	1,250	-	740
Duration in Months	55.2	39.3	24.0	56.2	-	28.0
% Wage Adjustment	2.1	2.5	2.5	3.1	-	0.0
Education, Health and Social Services						
Number of Agreements	167	162	12	27	31	41
Number of Employees	490,620	231,620	24,240	30,420	61,040	125,140
Duration in Months	23.6	26.8	24.8	29.7	27.1	31.5
% Wage Adjustment	3.0	3.4	4.3	3.6	2.4	-0.8
Entertainment and Hospitality						
Number of Agreements	12	8	1	2	-	2
Number of Employees	10,400	7,270	1,240	1,600	-	5,150
Duration in Months	43.6	42.2	48.0	48.0	-	44.2
% Wage Adjustment	2.5	2.6	1.8	2.6	-	3.2
Public Administration						
Number of Agreements	56	49	15	18	16	12
Number of Employees	231,370	128,610	41,060	48,530	28,230	19,990
Duration in Months	30.0	37.0	44.9	30.7	20.5	45.0
% Wage Adjustment	2.6	2.3	3.0	1.2	3.4	2.0

Table 6

Major Wage Settlements—Public Sector Breakdown by Year and Quarter

	2002	2003	2003–2004 3	4	1	2
Federal Administration						
Number of Agreements	11	4	3	-	3	2
Number of Employees	54,800	20,650	10,150	-	2,610	1,650
Duration in Months	34.6	33.2	34.5	-	35.0	43.3
% Wage Adjustment	2.9	3.1	3.8	-	3.3	2.5
Federal Crown Corporations						
Number of Agreements	4	7	2	2	-	1
Number of Employees	5,390	60,650	48,700	2,150	-	1,460
Duration in Months	36.3	45.3	47.7	27.1	-	24.0
% Wage Adjustment	2.7	3.0	3.0	3.8	-	2.2
Provincial Administration						
Number of Agreements	24	24	-	14	6	6
Number of Employees	135,570	62,730	-	43,710	14,720	12,460
Duration in Months	27.0	31.4	-	29.8	12.0	42.4
% Wage Adjustment	2.3	1.7	-	1.0	3.5	2.2
Local Administration						
Number of Agreements	31	40	16	10	6	7
Number of Employees	62,230	74,450	38,050	12,900	8,040	11,940
Duration in Months	34.5	43.7	46.8	41.8	34.4	47.9
% Wage Adjustment	3.0	2.7	2.6	2.7	3.3	2.3
Education, Health and Welfare						
Number of Agreements	168	162	12	29	31	38
Number of Employees	490,290	226,640	24,240	31,640	62,950	122,960
Duration in Months	23.7	26.6	24.8	30.2	26.3	31.4
% Wage Adjustment	3.0	3.4	4.3	3.6	2.4	-0.9
Public Utilities						
Number of Agreements	11	10	1	2	4	-
Number of Employees	11,780	23,630	550	3,510	12,310	-
Duration in Months	32.6	35.1	36.0	36.0	36.9	-
% Wage Adjustment	3.1	2.3	2.6	2.6	3.3	-

Table 7

Selected Economic Indicators by Year and Quarter

	2002	2003	2003–2004 3	4	1	2
Wage Adjustment (%) Ratified Agreements	2.8	2.6	3.1	2.0	2.8	1.3
Public Sector	2.9	2.9	3.2	2.2	2.8	-0.4
Private Sector	2.5	1.5	2.3	1.6	2.7	2.5
Wage Adjustment (%) Agreements in Force	3.0	2.7	2.7	2.5	2.4	1.7
Public Sector	3.2	2.8	2.8	2.7	2.5	1.6
Private Sector	2.6	2.4	2.4	2.3	2.2	2.0
†**Consumer Price Index** Percentage Change[1]	2.2	2.8	2.1	1.7	0.9	2.2
†**GDP[2] at Basic Prices[3]** Percentage Change[1]	3.4	2.0	1.3	1.9	2.1	3.1
‡**Labour Productivity Growth (%)**	1.2	-0.1	-0.2	-0.1	0.2	1.1
‡**Unit Labour Cost (%)**	0.5	1.5	1.8	1.2	1.3	1.2
†**Unemployement Rate[3] (%)**	7.7	7.6	7.9	7.5	7.4	7.2
†**Employment[3] (000's)**	15,412	15,746	15,733	15,875	15,917	15,996
Percentage Change[1]	2.2	2.2	1.5	1.8	1.6	1.9
†**Average Weekly Earnings[3]**	$681.81	$689.60	$689.71	$694.11	$697.55	$703.08
Percentage Change[1]	2.0	1.2	1.1	1.2	1.7	2.1
†**Average Hourly Earnings**	$17.09	$17.20	$17.22	$17.40	$17.56	$17.81
Percentage Change[1]	1.8	0.7	1.0	2.2	3.0	3.9

[1] Percentage change from the same period of the previous year.

[2] GDP—Gross domestic product at factor cost (1997) prices.

[3] Seasonally adjusted data.

† Statistics Canada.

‡ Department of Finance Canada.

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified employees in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all employees in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated **cost-of-living allowance (COLA)** payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an **inflation projection of 2.0 per cent** has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources and Skills Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities."

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion*.

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two

is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the federal government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and territorial governments

(a) provincial and territorial government administration;
(b) health, education and social services agencies or institutions:
  (i) public hospitals,
  (ii) provincial residential care facilities,
  (iii) universities,
  (iv) colleges, vocational and trade institutions,
  (v) social services business enterprise,
  (vi) provincial elementary and secondary schools.

(3) Local Government Administration

(a) local government organizations such as: municipalities, boards, commissions;
(b) school boards;
(c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:
(a) a government holds more than 50 per cent of its voting equity, directly;
(b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:
(a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
  (i) the holding is the largest block of voting equity; and
  (ii) the holding exceeds 33.3 per cent of the voting equity; and
  (iii) the block is larger than the combined percentage of the next two largest blocks;
(b) the commercial enterprise declares that it is effectively controlled by a government;
(c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

Collective Bargaining Results for the First Six Months of 2004

Michel Hébert and Manon Henry
Workplace Information Directorate
Labour Program, Human Resources and Skills Development Canada

This document presents the collective bargaining outcomes in Canada from January through June 2004. It provides statistics on major work stoppages as well as wage adjustments from the major settlements (500 or more employees).

Major Work Stoppages

During the first six months of 2004, time not worked caused by the major work stoppages involving 500 employees or more accounted for 1,473,370 person-days, or 0.08 per cent of total estimated work time (eight days per 10 000 days worked).[1]

Over the period, the majority of collective agreements (92 per cent) were concluded without a work stoppage. A longitudinal analysis conducted between 1990 and 2003 provided an average 0.05 per cent of time not worked. The results for the first six months of 2004 show a slight increase in the number of person-days not worked. In spite of this increase, results remain similar to those of previous years. The percentage of person-days not worked has been relatively low and stable since 1991 as opposed to the two previous decades (see Chart A).

During the first six months of 2004, there were 17 work stoppages involving 89,276 employees (1,473,370 person-days not worked), compared to 19 major stoppages involving 29,657 employees (643,970 person-days not worked) during the first six months of 2003. The figures for the first six months of 2004 indicate that the number of person-days not worked has more than doubled.

In terms of person-days not worked, five major work stoppages represented fully 90 per cent of all stoppages, or 1,326,280 person-days not worked. The strike by 43,000 Health Employers Association of British Columbia employees, which lasted a little over two weeks, accounted for 552,850 person-days not worked, or 37.5 per cent of the total.

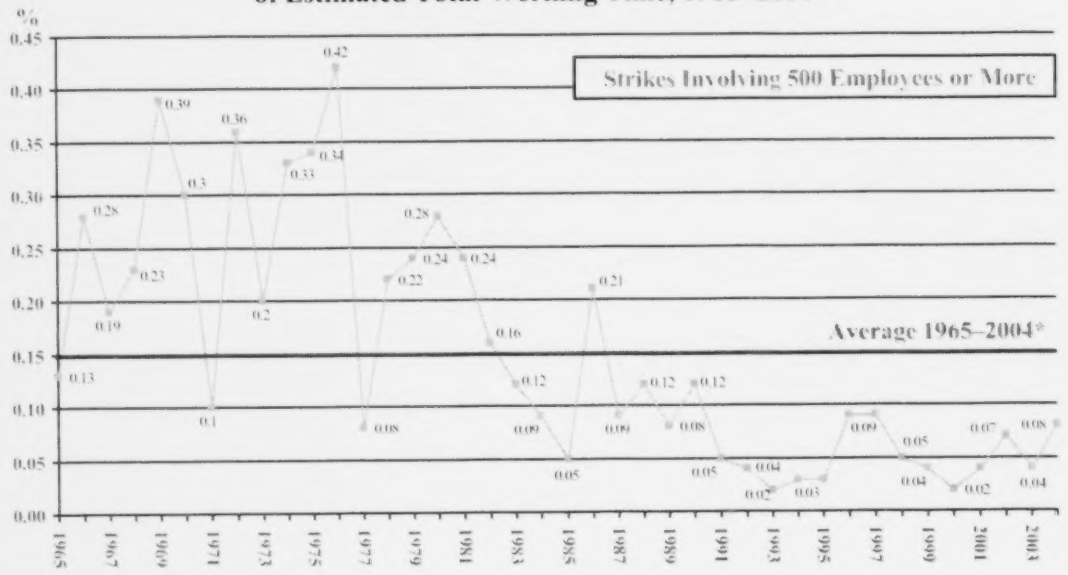
The following are four other work stoppages:

- 18,473 employees from the utilities and the education, health and social services sectors of the Government of Newfoundland and Labrador (335,170 person-days not worked);
- 4,300 communication employees of Aliant Telecom Inc. (210,700 person-days not worked);
- 5,540 shopcraft and office employees of Canadian National Railway (112,380 person-days not worked); and
- 3,500 casino and office employees and security guards of Windsor Casino Limited (95,180 person-days not worked).

[1] The number of person-days not worked, as expressed in percentage of total estimated working time, corresponds to working time not worked because of major work stoppages (500 or more employees) divided by the total estimated working time, or to the number of days not worked per 10,000 days worked.

Chart A

Person-Days Not Worked, as a Percentage of Estimated Total Working Time, 1965–2004*



* January through June.

Source: Workplace Information Directorate.

The private sector recorded eight work stoppages involving 297,910 person-days not worked (20.2 per cent of total) and the public sector recorded nine work stoppages involving 1,175,460 person-days not worked (79.8 per cent of total).

By industry, during the first six months of 2004, the education, health and social services sector accounted for the most work stoppages. Seven work stoppages from this sector resulted in 958,530 person-days not worked (65.1 per cent of total). The information and culture sector followed with a single work stoppage which involved 210,700 person-days not worked (14.3 per cent of total). Finally, the transportation sector ranked third with two major work stoppages accounting for 116,950 person-days not worked (7.9 per cent of total).

With respect to jurisdictions, British Columbia was first overall with two work stoppages which represented fully 557,420 person-days not worked (37.8 per cent of total) during the first six months of 2004. Newfoundland and Labrador followed with a single work stoppage accounting for 355,170 person-days not worked (24.1 per cent of total). Finally, the federal jurisdiction ranked third with two work stoppages involving 323,080 person-days not worked (21.9 per cent of total).

Wage Adjustments

Wage adjustments for **194 major collective agreements** ratified over the first six months of **2004** averaged **1.7 per cent** annually. The rate of inflation for this same period was **1.5 per cent.** This is the third time over the last four years that the average annual adjustment has been higher than the Consumer Price Index (CPI).

In the **public sector,** half of employees (251,100) covered by 104 agreements received an average annual adjustment of **0.9 per cent.** Within the **private sector,** 248,460 employees covered by 90 agreements obtained average annual adjustments of **2.5 per cent.**

This is the first time in five years that the private sector rate of adjustment is higher than that of the public sector. However, from 1990 to 1999, the private sector recorded adjustments higher than those of the public sector. Furthermore, since 1990 (excluding 2004), the public sector has recorded average annual adjustments lower than the inflation rate seven times while the private sector has lagged five times.

Slightly more than a quarter (26.7 per cent) of employees (66,990) covered by agreements reached in the public sector obtained average annual adjustments equal to or above 3.5 per cent (see Chart B). Within the private sector, 4.0 per cent of employees (9,830 employees) received average annual adjustments equal to or above 3.5 per cent.

Table 1

Average Annual Percentage Adjustment, 1990–2004*

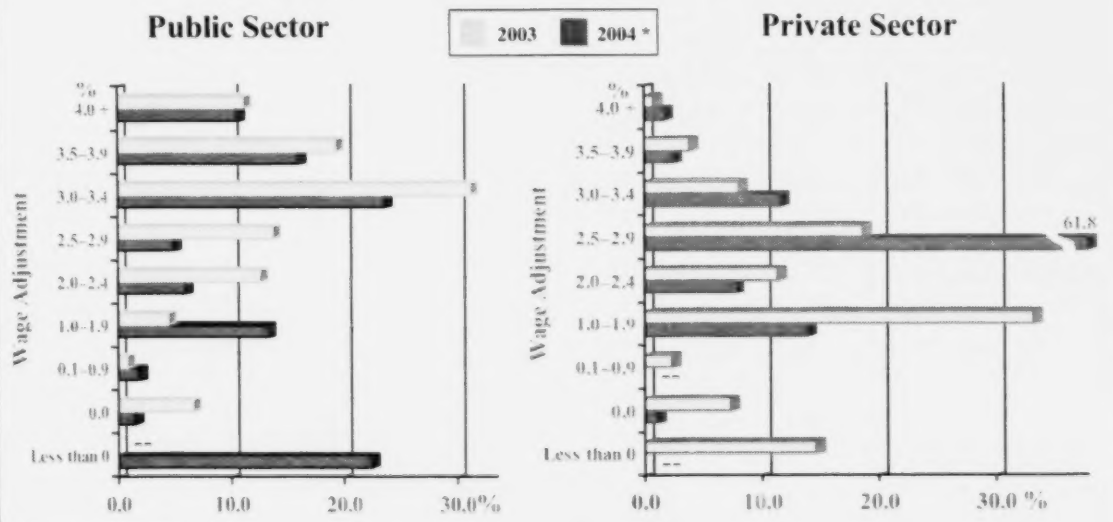
	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004*
Canada	5.6	3.6	2.1	0.7	0.3	0.9	0.9	1.5	1.7	2.2	2.5	3.2	2.8	2.6	1.7
Public Sector	5.6	3.4	2.0	0.6	0.0	0.6	0.5	1.1	1.6	2.0	2.5	3.3	2.9	2.9	0.9
Private Sector	5.7	4.4	2.6	0.8	1.2	1.4	1.7	1.8	1.8	2.7	2.4	3.0	2.6	1.5	2.5
Manufacturing	5.0	3.6	2.1	1.8	2.0	2.3	2.8	2.3	1.5	3.5	2.5	2.5	3.5	2.4	1.9
CPI (per cent change)	4.8	5.6	1.5	1.8	0.2	2.2	1.6	1.6	0.9	1.7	2.7	2.6	2.2	2.8	1.5

* January through June.

Source: Workplace Information Directorate.

Chart B

Distribution of Employees by Range of Wage Adjustments in 2003 and 2004*



* January through June.

Source: Workplace Information Directorate.

Over the first six months of the year, 81.2 per cent of private-sector employees (201,720 employees) received average annual adjustments of between 2.0 and 3.4 per cent. Three quarters of them (153,650 employees) obtained average annual adjustments of between 2.5 and 2.9 per cent. In the public sector, 34.2 per cent of employees (86 000 employees) received such adjustments.

During the first six months of 2004, salary freezes affected 6,130 employees, or 1.3 per cent of employees covered by the 194 agreements. In the public sector, 2,500 University of British Columbia professors, and 1,250 British Columbia Government employees were subject to wage freezes. In the private sector, 1,000 Camco Inc. employees (closure agreement), and 640 employees of Nortel Networks in Quebec were subject to such freezes.

The period extending from January to June 2004 stands out because of the high proportion (22.5 per cent) of British Columbia public sector employees whose salaries were reduced. Also, wage reductions of 15.0 per cent and 4.1 per cent imposed respectively on 43,000 and 13,500 British Columbia health care sector workers greatly influenced the average annual adjustment rate.

Table 2

Average Annual Wage Adjustment and Number of Agreements by Region/Jurisdiction, for the First Half of 2004

	Number of Agreements	Adjustments %
Atlantic	17	2.1
Newfoundland and Labrador	8	1.2
Prince Edward Island	2	2.4
Nova Scotia	5	3.5
New Brunswick	2	3.0
Quebec	22	2.6
Ontario	76	3.0
Prairie Provinces	43	3.2
Manitoba	11	2.9
Saskatchewan	4	1.4
Alberta	28	3.3
British Columbia	16	-2.8
Nunavut	1	3.0
Multiprovince	1	2.3
Federal	18	2.9
Total	**194**	**1.7**

Source: Workplace Information Directorate.

Wage Adjustments by Region/Jurisdiction

In terms of the number of employees covered, Ontario and Quebec dominate. Indeed these provinces account for nearly half of employees (49.9 per cent) covered by agreements ratified from January through June 2004. Ontario alone, with a total of 148,310 employees, accounts for 29.7 per cent of employees covered by collective agreements.

In **Ontario**, average annual adjustments were **3.0 per cent.** The private-sector 104,430 employees obtained average adjustments of 2.7 per cent, while 43,880 public-sector employees received average adjustments of 3.6 per cent. In **Quebec**, 101,160 employees obtained average adjustments of **2.6 per cent.** In the private sector, 86,840 employees received adjustments of 2.5 per cent while 14,320 public-sector employees obtained average adjustments of 3.1 per cent.

For the **Atlantic** provinces, 27,370 employees obtained average annual adjustments of **2.1 per cent.** In the public sector, 23,590 employees received adjustments of 2.0 per cent while 3,780 private-sector employees obtained average adjustments of 2.7 per cent.

A legislated average annual adjustment of **1.2 per cent** imposed on 15,050 **Newfoundland and Labrador** public-sector employees significantly affected the data for the Atlantic provinces. In fact, 54.4 per cent of employees covered by agreements signed in those provinces in 2004 were from the Newfoundland and Labrador public sector.

In **Nova Scotia,** 7,620 employees obtained average annual adjustments of **3.5 per cent.** In this province, 5,570 public-sector employees obtained average annual adjustments of 4.0 per cent, while 2,050 private-sector employees received average adjustments of 2.3 per cent. In **New Brunswick,** 1,730 public-sector employees received average annual adjustments of **3.0 per cent,** and in **Prince Edward Island,** 2,120 public sector employees obtained average adjustments of **2.4 per cent.**

In the **Prairie Provinces,** 90,410 employees obtained average annual adjustments of **3.2 per cent.** The 71,900 public-sector employees obtained a 3.4 per cent adjustment while the 18,510 private-sector employees obtained a 2.4 per cent adjustment.

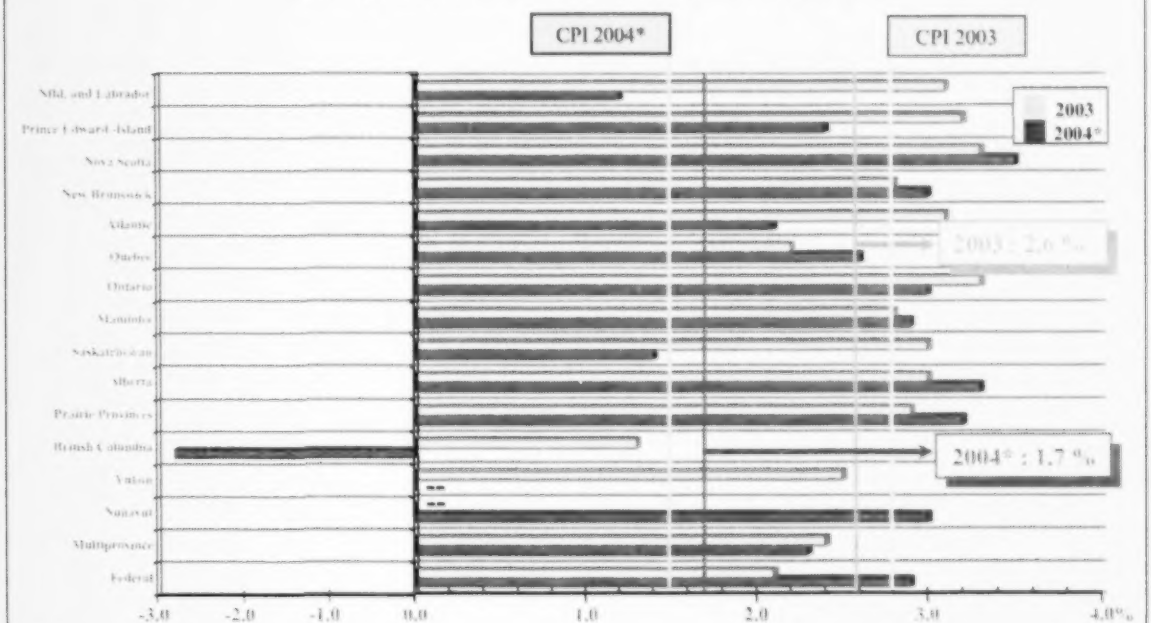
In **Alberta,** 72,350 employees obtained average annual adjustments of **3.3 per cent.** In the public sector, 58,750 employees received a 3.5 per cent adjustment, while 13,600 private-sector employees obtained a 2.7 per cent adjustment. In **Manitoba,** 15,050 employees received a **2.9 per cent** adjustment. In the public sector, 11,450 employees obtained a 3.3 per cent adjustment, while in the private sector, 3,600 employees received average adjustments of 1.3 per cent.

Finally, in **Saskatchewan,** 3,010 employees covered by four agreements obtained average adjustments of **1.4 per cent.** In the public sector, 1,700 employees received a 0.5 per cent adjustment, and in the private sector, 1,310 employees obtained a 2.5 per cent adjustment.

Over the first six months of 2004, **British Columbia** recorded the lowest average annual adjustment at **-2.8 per cent,** because of wage rollbacks imposed to the 56,500 health sector employees. In the public sector, 81,440 employees

Chart C

Average Annual Percentage Adjustment by Region/Jurisdiction, in 2003 and 2004*



* January through June.

Source: Workplace Information Directorate.

received an average annual adjustment of -4.0 per cent, while 20,330 private-sector employees obtained an average adjustment of 1.7 per cent.

Within the **federal** jurisdiction, 26,790 employees obtained average annual adjustments of **2.9 per cent.** In the public sector, 14,220 employees received an average adjustment of 3.1 per cent, while 12,570 private-sector employees obtained an average 2.7 per cent adjustment.

In **Nunavut,** 1,750 public-sector employees obtained an average annual adjustment of **3.0 per cent,** while in the **multiprovince** category, 2,000 private-sector employees received an average annual adjustment of **2.3 per cent.**

Wage Adjustments by Industry

Nearly three quarters (73.0 per cent) of covered employees were found in the education, health and social services and construction sectors.

In the **education, health and social services** sector, strongly influenced by the British Columbia wage rollbacks, 186,180 employees obtained an average annual adjustment of **0.2 per cent;** in the **construction** sector, 178,180 employees received a **2.7 per cent** adjustment.

The **public administration** sector, with 48,220 employees, recorded an average adjustment of **2.8 per cent,** and the **manufacturing** sector, with 37,640 employees, obtained an average adjustment of **1.9 per cent.**

The **transportation** (20,140 employees), and **wholesale and retail trade** (11,230 employees) sectors recorded average annual adjustments of **3.0** and **1.7 per cent** respectively. In the **utilities** sector, 5,480 employees obtained an average annual adjustment of **3.3 per cent,** and in the **entertainment and hospitality** sector, 5,150 employees received an average adjustment of **3.2 per cent.**

Finally, in the **primary industries** sector, 4,040 employees received an average annual adjustment of **3.0 per cent,** and in the **information and culture** sector, 2,560 employees obtained an average adjustment of **2.4 per cent.**

Table 3

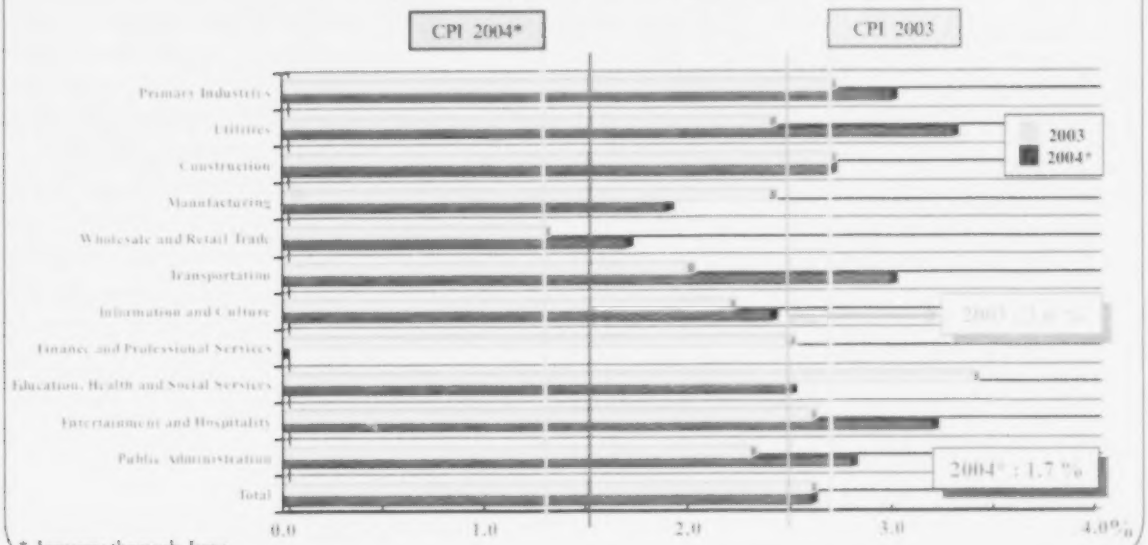
Average Annual Wage Adjustment and Number of Agreements, by Industry, for the First Half of 2004

	Number of Agreements	Adjustments %
Primary Industries	4	3.0
Utilities	5	3.3
Construction	38	2.7
Manufacturing	27	1.9
Wholesale and Retail Trade	4	1.7
Transportation	11	3.0
Information and Culture	2	2.4
Finance and Professionnals Services	1	0.0
Education, Health and Social Services	72	0.2
Entertainment and Hospitality	2	3.2
Public Administration	28	2.8
All Industries	**194**	**1.7**

Source: Workplace Information Directorate.

Chart D

Average Annual Percentage Adjustment by Industry, in 2003 and 2004*



* January through June.

Source: Workplace Information Directorate.

WORK STOPPAGES

Workplace Information Directorate
Labour Program, Human Resources and Skills Development Canada

Second Quarter 2004 (500 or More Employees)

Ten work stoppages, involving 500 or more employees in Canada, resulted in 1,313,900 person-days not worked during the second quarter of 2004.

Three major work stoppages accounted for 85 per cent of the person-days not worked:

- Health Employers Association of British Columbia and various unions involving 43,000 employees, accounted for 552,850 person-days not worked, 42 per cent of the total person-days not worked;
- Government of Newfoundland and Labrador and Newfoundland and Labrador Association of Public and Private Employees involving 18,470 employees, represented 355,170 person-days not worked, 27 per cent of the total;
- Aliant Telecom inc. and Atlantic Communication and Technical Workers' Union and Communications, Energy and Paperworkers Union of Canada involving 4,300 employees, accounted for 210,700 person-days not worked and represented 16 per cent of the total of person-days not worked.

Table 1

Major Work Stoppages—Second Quarter 2004

by Jurisdiction

Jurisdiction	Stoppages	Employees Involved	Person-Days Not Worked
Nfld. and Labrador	1	18,470	355,170
Prince Edward Island	-	-	-
Nova Scotia	1	930	25,900
New Brunswick	-	-	-
Quebec	-	-	-
Ontario	3	6,600	154,860
Manitoba	-	-	-
Saskatchewan	2	1,660	9,850
Alberta	-	-	-
British Columbia	2	43,800	557,420
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	**9**	**71,460**	**1,103,200**
Canada Labour Code—Part I	1	4,300	210,700
Federal Administration	-	-	-
Federal Total	**1**	**4,300**	**210,700**
Total	**10**	**75,760**	**1,313,900**

by Industry

Industries	Stoppages	Employees Involved	Person-Days Not Worked
Primary Industries	-	-	-
Utilities	-	-	-
Construction	1	2,000	28,000
Manufacturing	1	1,000	21,430
Wholesale and Retail Trade	-	-	-
Transportation	1	800	4,570
Information and Culture	1	4,300	210,700
Finance and Professional Services	-	-	-
Education, Health and Social Services	4	45,590	588,600
Entertainment and Hospitality	1	3,600	105,430
Public Administration	1	18,470	355,170
Various Industries	-	-	-
Total	**10**	**75,760**	**1,313,900**

Source: Workplace Information Directorate.

Second Quarter 2004 (One or More Employees)

Please note that the following data refers to work stoppages which began during the quarter as well as those carried over from all previous quarters.

Table 2

All Work Stoppages
Cumulative to June 30, 2004

by Jurisdiction

Jurisdiction	Stoppages	Employees Involved	Person-Days Not Worked
Nfld. and Labrador	22	18,536	355,320
Prince Edward Island	-	-	-
Nova Scotia	4	1,285	31,130
New Brunswick	5	470	11,590
Quebec	82	10,911	203,469
Ontario	55	13,511	254,940
Manitoba	4	94	1,750
Saskatchewan	5	1,801	14,110
Alberta	-	-	-
British Columbia	10	44,774	576,510
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	**187**	**91,382**	**1,448,819**
Canada Labour Code—Part I	9	10,256	333,170
Federal Administration	-	-	-
Federal Total	**9**	**10,256**	**333,170**
Total	**196**	**101,638**	**1,781,989**

by Industry

Industries	Stoppages	Employees Involved	Person-Days Not Worked
Primary Industries	3	1,105	18,570
Utilities	1	52	400
Construction	5	3,135	40,600
Manufacturing	56	6,581	174,319
Wholesale and Retail Trade	15	1,847	35,860
Transportation	13	7,011	127,420
Information and Culture	6	4,504	218,110
Finance and Professional Services	6	114	9,030
Education, Health and Social Services	48	65,224	877,780
Entertainment and Hospitality	28	5,834	175,400
Public Administration	15	6,231	104,500
Various Industries	-	-	-
Total	**196**	**101,638**	**1,781,989**

Source : Workplace Information Directorate.

A weekly listing of ***major work stoppages in Canada*** *and a* ***full chronological perspective*** *are available on the Workplace Information Directorate Web site at*

http://www.hrsdc.gc.ca/en/lp/wid/info.shtml.

All Work Stoppages

Table 3

A Chronological Perspective of All Work Stoppages

Period	Number Beginning Month or Year	In Existence During Year or Month[1]			Percentage of Estimated Working Time
		Total Number	Employees Involved	Person-Days Not Worked	
1995	282	328	149,159	1,583,070	0.05
1996	297	330	275,666	3,269,060	0.11
1997	229	284	257,664	3,607,710	0.12
1998	341	381	244,402	2,443,870	0.08
1999	358	413	158,415	2,442,580	0.08
2000	321	379	143,456	1,656,790	0.05
2001	324	381	220,499	2,198,850	0.07
2002	251	294	167,987	3,033,540	0.09
2003	221	266	79,481	1,736,362	0.05
2004*	159	196	101,638	1,781,989	0.10
* Year-to-date					
2003					
June	23	63	17,560	182,840	0.06
July	17	60	9,326	168,990	0.06
August	15	51	13,596	151,110	0.05
September	22	64	10,179	95,200	0.03
October	16	61	5,393	79,660	0.03
November	17	53	10,638	127,550	0.04
December	9	52	17,052	114,870	0.04
2004					
January	13	50	6,944	46,369	0.02
February	27	62	10,801	98,360	0.03
March	20	65	11,930	131,990	0.05
April	51	88	76 393	696 440	0.24
May	25	70	60 771	601 120	0.20
June	23	72	13 958	207 710	0.07

[1] Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source : Workplace Information Directorate.

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program, Human Resources and Skills Development Canada, covers strikes and lockouts which amount to 10 or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer—Firm or firms employing the employees reported on strike or locked out.

Location—Location of the plant or premises at which the work stoppage occurred.

Industry—Industry of employer according to the North American Industry Classification System (1997).

Union—The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved—The total number, or approximate total number, of employees reported on strike or locked out, whether or not they all belonged to the union. Where the number of employees involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of employees shown may include the same employees more than once if they are involved in more than one work stoppage during the year (or other reference period). Employees indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on employees involved.

Starting Date—The day on which the work stoppage began.

Termination Date—The termination date is the day on which work was resumed. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the employees involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days—Duration in working days multiplied by the number of employees involved. For work stoppages involving establish-

ments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended as a measure of the loss of production time to the economy. The expression "time loss" is occasionally used instead of "duration in person-days." The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid employees in Canada obtained from the *Labour Force Survey* of Statistics Canada.

Jurisdiction—Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses covered by Part I of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g. minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

Source: Workplace Information Directorate, Labour Program, Human Resources and Skills Development Canada, May, 2003.

UNION MEMBERSHIP IN CANADA–2004

Manon Henry, Workplace Information Directorate
Labour Program, Human Resources and Skills Development Canada

Each year, the department carries out a survey of labour organizations in Canada with international and national unions either affiliated or unaffiliated to a central labour congress and having one or more members and labour organizations consisting of a single bargaining unit and having more than 50 members, but non affiliated with any other labour organizations.

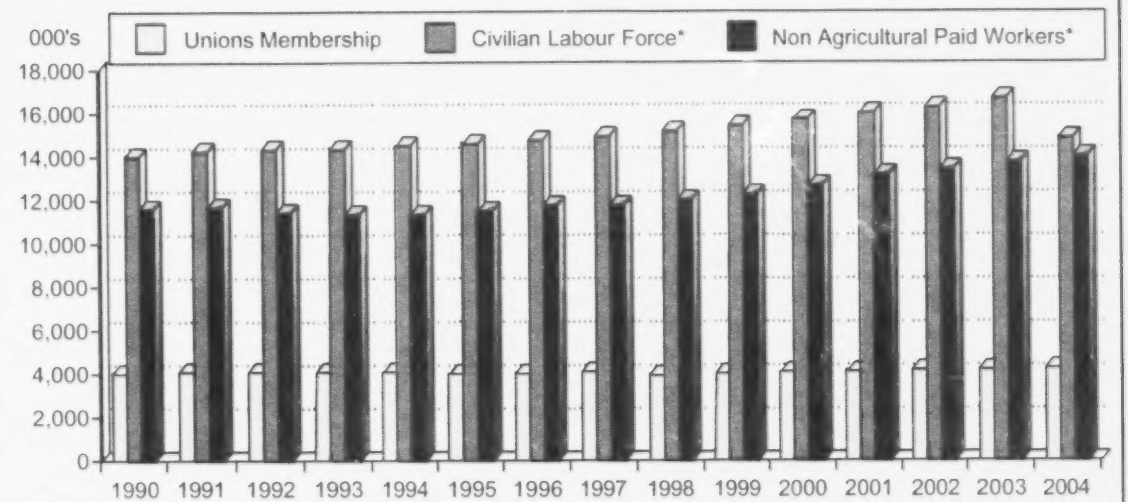
Preliminary data indicate that union membership in January 2004 stood at 4,261,000. This figure represents an increase of 83,000 members above the 2003 figure of 4,178,000 members (see Graph and Table 1). However, over the year 2003, non agricultural paid employment rose more rapidly by 298,000.

Consequently, the unionization rate or union density (union membership as a percentage of non-agricultural paid employment) remained at 30.4 per cent.

The affiliated membership of the Canadian Labour Congress increased by 89,000 from 3,031,705 in 2003 to 3,121 010 in 2004 and its share of total union membership increased from 72.6 per cent in 2003 to 73.2 per cent in 2004.

Between 2003 and 2004, the unaffiliated national unions decreased from 11.7 per cent to 11.4 per cent, which represented a reduction of approximately 2,470 members.

Union Membership, Non-Agricultural Paid Workers and the Civilian Labour Force 1990–2004



Source: Workplace Information Directorate.

Table 1

Union Membership in Canada, 1990–2004

Note: *Labour force and non agricultural paid employment data shown for each year are annual averages of the preceding year; data shown for union membership are* ***as of January*** *of the years shown and as reported by labour organizations.*

Year	Union Membership 000's	Civilian Labour Force[1] 000's	Non Agricultural Paid Workers 000's	Union Membership as a Percentage of Civilian Labour Force %	Union Membership as a Percentage of Non Agricultural Paid Workers %
1990	4,031	14,047	11,598	28.7	34.8
1991	4,068	14,241	11,679	28.6	34.8
1992	4,089	14,330	11,414	28.5	35.8
1993	4,071	14,362	11,303	28.3	36.0
1994	4,078	14,505	11,310	28.1	36.1
1995	4,003	14,627	11,526	27.4	34.7
1996	4,033	14,750	11,764	27.3	34.3
1997	4,074	14,900	11,802	27.3	34.5
1998	3,938	15,153	12,031	26.0	32.7
1999	4,010	15,418	12,295	26.0	32.6
2000	4,058	15,721	12,707	25.8	31.9
2001	4,111	15,999	13,146	25.7	31.3
2002	4,174	16,242	13,414	25.7	31.1
2003	4,178	16,690	13,737	25.0	30.4
2004	4,261	14,881	14,035	28.6	30.4

[1] Statistics Canada, *The Labour Force Survey*, Labour Statistics Division.

Source: Workplace Information Directorate.

Table 2

Unions with Largest Membership, 2003–2004

	Membership in 000's	
	2003	2004
Canadian Union of Public Employees - CLC	522	535
National Union of Public and General Employees - CLC	325	337
National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) - CLC	268	260
United Food and Commercial Workers International Union - AFL-CIO/CLC	220	188
United Steelworkers of America - AFL-CIO/CLC	180	180
Public Service Alliance of Canada - CLC	150	153
Communications, Energy and Paperworkers Union of Canada - CLC	150	150
International Brotherhood of Teamsters - AFL-CIO/CLC	110	110
Fédération de la santé et des services sociaux - CSN	101	101
Laborers' International Union of North America - AFL-CIO/CLC	80	85
Service Employees International Union - AFL-CIO/CLC	78	84
Fédération des syndicats de l'enseignement - CEQ	81	81
Elementary Teachers' Federation of Ontario - CLC	63	65
International Brotherhood of Electrical Workers - AFL-CIO/CLC	55	55
Industrial Wood and Allied Workers of Canada - CLC	55	55
Canadian Union of Postal Workers - CLC	50	54
Ontario Secondary School Teachers' Federation - CLC	50	53
United Brotherhood of Carpenters and Joiners of America - AFL-CIO/CLC	52	52
Ontario Nurses' Association - CLC	48	48
Professional Institute of the Public Service of Canada - Ind.	38	48
British Columbia Teachers' Federation - Ind.	46	50
Fédération des infirmières et infirmiers du Québec - Ind.	45	50
Syndicat de la fonction publique du Québec - Ind.	43	43
Fédération des employées et employés de services publics inc. - CSN	40	42
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada - AFL-CIO/CLC	40	41
International Association of Machinists and Aerospace Workers - AFL-CIO/CLC	42	39
International Union of Operating Engineers - AFL-CIO/CLC	36	36
Fédération du commerce inc. - CSN	40	35
Ontario English Catholic Teachers' Association - CLC	34	35
Office and Professional Employees International Union - AFL-CIO/CLC	32	35
Alberta Teachers' Association - Ind.	35	32
Hotel Employees and Restaurants Employees International Union - AFL-CIO/CLC	30	30

Source: Workplace Information Directorate.

Table 3

Union Membership by Congress Affiliation, 2003–2004

Congress Affiliation	2003 Membership	2003 %	2004 Membership	2004 %
CLC	**3,031,705**	**72.6**	**3,121,010**	**73.2**
CLC only	1,917,855	45.9	1,960,530	46.0
AFL-CIO/CLC	1,113,850	26.7	1,160,480	27.2
CSN	**279,150**	**6.7**	**278,170**	**6.5**
CSQ	**123,030**	**2.9**	**126,060**	**3.0**
CSD	**61,430**	**1.5**	**63,070**	**1.5**
CCU	**8,510**	**0.2**	**8,940**	**0.2**
AFL-CIO only	**27,830**	**0.7**	**17,630**	**0.4**
Unaffiliated International Unions	1,500	0.0	2,120	0.1
Unaffiliated National Unions	490,670	11.7	488,200	11.4
Independent Local Organizations	154,630	3.7	155,800	3.7
Total	**4,178,000**	**100.0**	**4,261,000**	**100.0**

Note: Due to rounding sums may not always equal totals.

Source: Workplace Information Directorate.

Table 4

National and International Composition of Unions, 2003–2004

Type of Union	2003 Unions Number	2003 Unions %	2003 Membership Number (000's)	2003 Membership %	2004 Unions Number	2004 Unions %	2004 Membership Number (000's)	2004 Membership %
National	224	25.4	2,830	67.7	218	25.3	2,870	67.3
International	46	5.2	1,143	27.3	46	5.3	1,180	27.7
Other*	612	69.4	205	5.0	599	69.4	211	5.0
Total	**882**	**100.0**	**4,178**	**100.0**	**863**	**100.0**	**4,261**	**100.0**

Note: Due to rounding, sums may not always equal totals.

* Includes directly chartered unions and independent local organizations (see Table 6).

Source: Workplace Information Directorate.

Table 5

International and National Unions by Size, 2003–2004

	UNIONS					
	International Unions		National Unions		Total	
Membership Range	2003	2004	2003	2004	2003	2004
Under 999	8	6	78	74	86	82
1,000 – 9,999	17	18	99	99	116	118
10,000 – 29,999	10	10	22	22	32	32
30,000 – 49,999	5	5	11	10	16	15
50,000 – 99,999	3	4	7	7	10	11
100,000 and over	3	3	7	6	10	9
Total	**46**	**46**	**224**	**218**	**270**	**267**

	MEMBERSHIP 000's					
	International Unions		National Unions		Total	
Membership Range	2003	2004	2003	2004	2003	2004
Under 999	3	2	33	31	36	33
1,000 – 9,999	72	73	336	343	408	417
10,000 – 29,999	165	170	369	370	534	540
30,000 – 49,999	180	181	449	405	629	585
50,000 – 99,999	213	277	419	426	632	703
100,000 and over	510	478	1,224	1,299	1,734	1,776
Total	**1,143**	**1,180**	**2,830**	**2,873**	**3,973**	**4,054**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate.

Table 6

Union Membership by Type of Union and Affiliation, 2004

Type and Affiliation	Unions	Locals	Membership	
			Number	%
International Unions	**46**	**3,141**	**1,180,230**	**27.7**
AFL-CIO/CLC	40	3,095	1,160,480	27.2
AFL-CIO only	3	34	17,630	0.4
Unaffiliated Unions	3	12	2,120	0.1
National Unions	**218**	**13,126**	**2,873,450**	**67.4**
CLC	65	7,631	1,960,530	**46.0**
CSN	10	2,457	278,170	**6.5**
CEQ	15	421	126,060	**3.0**
CCU	6	25	8,940	**0.2**
CSD	4	100	11,550	**0.3**
Unaffiliated Unions	118	2,492	488,200	**11.4**
Directly Chartered Unions	**315**	**-**	**51,830**	**1.2**
CSD	309	-	50,000	1.2
CLC	6	-	1,830	0.0
Independent Local Organizations	**284**	**-**	**155,800**	**3.7**
Total	**863**	**16,267**	**4,261,000**	**100.0**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate.

Table 7

Canadian Labour Congress Membership by Affiliation, 2003–2004

Type and Affiliation	2003		2004	
	Membership	%	Membership	%
International Unions	**1,113,850**	**36.7**	**1,160,480**	**37.2**
AFL-CIO/CLC	1,113,850	**36.7**	1,160,480	37.2
CLC only	-	-	-	-
National Unions	**1,917,855**	**63.3**	**1,960,530**	**62.8**
CLC only	1,917,855	**63.3**	1,960,530	62.8
Directly Chartered Local Unions	570	**0.0**	1,830	0.0
Total	**3,031,705**	**100.0**	**3,121,010**	**100.0**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate.

Structure and Affiliation Changes to International and National Unions

- The Health Sciences Association of Alberta has joined the National Union of Public and General Employees in July 2003.
- The "Syndicat des infirmières et infirmiers du Nord-Est québécois" has joined the "Union québécoise des infirmières et infirmiers" in April 2004.
- The Brotherhood of Maintenance of Way Employees has joined the Teamsters Canada Rail Conference – Division of Maintenance of Way Employees in July 2004.
- The Industrial Wood and Allied Workers of Canada has joined the United Steelworkers of America in August 2004.

Name Changes Old Name/New Name

- College Institute Educators' Association of British Columbia/Federation of Post-Secondary Educators' of British Columbia (September 2004).

New International and National Unions

- Canadian Association of Professional Employees (October 2003).
- Alliance du personnel professionnel et technique de la santé et des services sociaux (April 2004).
- Syndicat démocratique des salarié-e-s de Novabus (January 2003).

Directory of Labour Organizations in Canada

Visit the Labour Program Website at http://www.hrsdc.gc.ca/en/gateways/topics/dxs-gxr.shtml, choose Directory of Labour Organizations in Canada to obtain information on labour organizations in Canada. The searchable database provides information such as the affiliation, membership, telephone and fax numbers as well as e-mail and Website address.

Directory of Labour Organizations in Canada

Please enter your search criteria below, partial names and acronyms are also allowed (all fields are optional):

Union:

Affiliation: (All Affiliations)

Organization type: (All Types)

Membership (size): **From** **To** *(inclusive)*

Headquarters

City:

Prov./State: (All provinces)

Submit

Selected Provisions in Collective Agreements

Marie-Eve Bédard
Workplace Information Directorate
Labour Program, Human Resources and Skills Development Canada

Impact of Human Resource Management Practices on Innovation

Introduction

In September of 2003, as part of its Evolving Workplace Series, Statistics Canada published a report entitled *Empowering Employees: A Route to Innovation*, which examined the links between human resource management (HRM) practices and innovation within Canadian organizations. This article summarizes the study's major focus as well as its findings.

Objectives of the Study

The study is based on data drawn from the *Workplace and Employee Survey* conducted in 1999 by Statistics Canada in cooperation with Human Resources Development Canada (see model on page 51). The sample includes 3,545 establishments, and the analysis of the data describes the extent to which establishments using performance pay, or other HRM practices, are likely to be innovative workplaces. It also analyses the relationship between HRM practices and innovation to determine if innovation is more prominent in establishments using particular types of HRM practices, such as training, performance pay and employee involvement practices.

Dependent and Explanatory Variables

In order to meet the set objectives, the authors defined the term *innovation* as being the introduction of a new or improved product or production process. Numerous variables were considered for the econometric model created to analyse the relationship between HRM practices and the degree of innovativeness of the targeted establishments. Thus the authors determined that innovation (novelty) was one of the econometric model's dependent variables, aimed at determining whether an establishment was the first to introduce an innovation to the market (first-to-the-market innovator), whether it introduced an innovation for the first time within its own workplace (firm-first) or whether it is a non-innovator. An establishment is said to be a first-to-the-market innovator when it has introduced a "world-first," "country-first" or "local-first" innovation.

The explanatory variables included the size of the establishments, the industrial sectors within which these establishments operate, their foreign or national status, the direct competition they face from internationally owned firms, the percentages of professional and unionized employees within each establishment's workforce, the various research and development partnerships, tax credits or grants, as well as the following HRM practices:

Training
- Formal training;
- Informal training;

Performance pay
- Individual incentives (bonuses, piece-rate or merit pay);
- Collective incentives (productivity/quality gain sharing or profit-sharing);

Employee involvement
- Employee suggestions;
- Information sharing;
- Flexible job design;
- Problem-solving teams;
- Labour-management committees;
- Self-directed work groups.

The authors have built a taxonomy, based on these 10 practices, describing the composition of HRM practices within the targeted establishments and suggesting bundling of practices but without reference to a coherent system. According to the study's results, 13 per cent of establishments use more than six of these HRM practices, 43 per cent use between four and six practices, 38 per cent use between one and three, and 7.0 per cent do not make use of any of them.

Key Findings

The key findings arising from this study are that a company's innovation performance, within a Canadian context, is effectively stronger when HRM practices are implemented. The authors have determined that organizations using more HRM practices are more likely to be first-to-market innovators, and "that the frequency of using each practice increases with the novelty of innovation."

In fact, the authors note that the higher the number of HRM practices used within an organization, the stronger the relationship with innovation. "For instance, the predicted probability of being a first-to-the-market innovator is 35 per cent when using more than six HRM practices, 11 per cent when using three or fewer practices, and only 4.0 per cent if none of these HRM practices are adopted."

Moreover, when the HRM practices are grouped into a more structured taxonomy comprising three broad areas (training, performance pay and employee involvement), we find that establishments involved in all three HRM areas and highly dedicated in at least two of these areas have the highest probability of being a first-to-the-market innovator.

The authors invite the reader to exercise caution regarding the direction of causality between adoption of HRM practices and innovation. "One could argue that increasing the range of employees' decisions, giving them a voice in the decision-making process, and offering financial incentives will encourage an internally dynamic environment leading to innovation. Others would say that it is the introduction of new processes or products that lead management to introduce new HRM practices to facilitate the introduction of these innovations. Either way, these changes can occur only if management is willing to give more responsibility and, the essential counterpart of it—more incentives to its workers."

The authors also stress that that "the positive relationship between innovation and HRM practices does not mean that each and every establishment must implement those practices." Indeed, "such practices may not lead to productivity gains for some establishments. For instance, manufacturing establishments with a simple production process would expect negative net return from the implementation of such practices. Very small establishments would not need to implement formal HRM practices as the knowledge shared by each worker can flow more easily in such establishments than in larger ones."

For further information, the report entitled *Empowering Employees: A Route to Innovation*, written by Pierre Therrien (Industry Canada) and André Léonard (Human Resources Development Canada) is available on the Statistics Canada's Web site at www.statcan.ca/english/freepub/71-584-MIE/71-584-MIE03008.pdf as well as on Human Resources and Skills Development Canada's site at www11.sdc.gc.ca/en/cs/sp/arb/publications/research/2003-001326/2003-001326.pdf.

Link Between the Workplace Survey Content, the Employee Survey Content and *Outcomes*

Source: Statistics Canada, 2003. *The Evolving Workplace Series: Empowering Employees: A Route to Innovations.*

Innovative Workplace Practices

Bruce Aldridge
Workplace Information Directorate
Labour Program, Human Resources and Skills Development Canada

This overview of workplace innovations is based on a review of 95 collective agreement settlements negotiated during the second quarter of 2004. Of these, slightly less than one half (44 settlements) contained provisions considered to be innovative or of particular interest.

Duration

Of the 95 settlements reviewed during the quarter, over 50 per cent (53 collective agreements) had a duration of 36 months. Four settlements had durations of 12 months. Thirteen settlements had durations of between 15 and 24 months while 16 had durations of exactly 48 months. Nine settlements had durations of 54 months or more. The two longest durations of 72 months each were with Canadian Forest Products Ltd., various locations in British Columbia, and Industrial Wood and Allied Workers of Canada and Marché St-Joseph, Montréal, Quebec and United Food and Commercial Workers International Union.

Compensation

Two collective agreement settlements in the forest industry have negotiated **profit-sharing** plans. The plan between Canadian Forest Products Ltd., various locations in British Columbia and Industrial Wood and Allied Workers of Canada is based on the industry's return on capital investment and will provide annual lump-sum payments of $500 with respect to years two, four, five, and six of the collective agreement and $1,000 in year three. The other plan with Forest Industrial Relations Limited, various locations in British Columbia, is to be established and also based on the industry's return on capital. Should the parties not agree on an appropriate formula by September 30, 2004, the issue will be referred to the Mediation-Arbitration Commissioner for a binding determination. The final plan will be modeled on the profit-sharing plan negotiated for the 2003–2009 Southern Interior Master Agreement and adapted to the specific circumstances of the Forest Industrial Relations Limited companies.

In order to address **recruitment and retention** issues, the Saskatchewan Institute of Applied Science and Technology, Regina and other centres in Saskatchewan, and Saskatchewan Government and General Employees' Union have agreed to implement new pay grids over a five-year period commencing July 1, 2003. Differences in salaries paid to instructors in the lower salary ranges will be substantially eliminated and salaries for the higher levels will be increased through additional education allowances.

Ontario Power Generation Inc., Nuclear and Non-nuclear, province-wide, Ontario, and Society of Energy Professionals will introduce a **skills and competencies performance pay** plan on January 1, 2005. The minimum performance payouts will be 1.0 per cent of base payroll for the year 2004.

A new **team incentive** plan has been established between La-Z-Boy Canada Limited, Waterloo, Ontario, and Communication Workers of America. The employees will be given the opportunity to create and work in manufacturing teams. For the purpose of team initiation, employees will be paid incentive earnings at Grade 5 base rate, but are

guaranteed 150 per cent of base rate or their average rate, whichever is lower, while participating in the training/trial period. Following this period, the base rate will be set at 125 per cent for the first two months and will decrease by 5.0 per cent for the next three months until the base rate reaches 110 per cent.

The Community Social Services Employers' Association, province-wide, British Columbia, and Community Social Services Bargaining Association of Unions continue a **job evaluation** plan. Effective March 31, 2005, one-time lump-sum payment in lieu of retroactivity will be distributed from a fund of $1,500,000 to those employees who were waiting for the outcome of job evaluation reconsideration appeals for the period October 1, 2002 to March 31, 2004. Also, the sum of $6,100,000 will be applied to selected wage rates effective March 1, 2006 in accordance with the terms of the renewed job evaluation plan. The parties have also negotiated a new **two-tier wage structure.** For employees hired after March 31, 2004, wage rates will be set at 85 per cent of the 2001 job evaluation plan wage structure for the first 2,000 hours, 90 per cent for the next 2,000 hours, 95 per cent for the next 2,000 hours and 100 per cent after 6,100 hours.

A **long-service wage increment** has been initiated between Calgary Laboratory Services (CLS), Calgary, Alberta, and Health Sciences Association of Alberta. Effective April 1, 2004, long-service increments equivalent to 3.5 per cent of the current top steps will be added as an eighth step of the salary schedule for certain classifications. To qualify for the increment, employees must have seven years' service at the previous top step of their classification.

Bonuses

Marché St-Joseph, Montréal, Quebec, and United Food and Commercial Workers International Union have a **Christmas bonus** providing 2.0 per cent of wages earned between November 15 of the current year and November 15 of the preceding year. Maple Leaf Pork, Burlington, Ontario, and United Food of Commercial Workers International Union have an **attendance bonus** which pays employees 75 cents per hour for perfect attendance.

Working Conditions

Alternative work shift flexibility arrangements have been introduced by Forest Industrial Relations Limited, various locations in British Columbia. As per an arbitration report, the employer may implement additional shift arrangements as follows:

a) two crews working four days, 10 hours per shift;

b) three crews working Monday to Saturday, 10 hours per shift, not to exceed 40 hours per week; and,

c) four crews working continuous seven-day operations scheduled to work shifts other than a) and b).

The employer stipulates that alternate shift schedules will not be introduced where the intention is to increase the use of casual employees in place of regular employees. Also, where the employer does not provide 72 hours' notice of a change to an employee's work schedule, the employee will be paid time and one half for the first shift on the new schedule.

Marché St-Joseph, Montréal, Quebec and United Food and Commercial Workers International Union have initiated a pre-retirement provision for a **reduced workweek.** Employees with a minimum of 50 years of age and 10 or more years of service can work a reduced work schedule of four days per week for a period of six months or more. The employer will limit the number of eligible employees based on operational plans. The employee must give a minimum notice of three weeks to the employer to adhere to, modify or cancel a reduced workweek agreement.

A new **retiree health and welfare benefit** plan has been negotiated between Sherritt International Corporation, Fort Saskatchewan, Alberta, and Communications, Energy and Paperworkers Union of Canada. The parties will research options that would allow retired employees an opportunity to purchase benefits at a lower market rate versus individual premium rates. The benefits would include drug prescription, vision, dental and medical practitioner plans. The employer will implement the plan within 18 months after ratification of the collective agreement.

Job Security

New provisions have been negotiated dealing with **accommodating employees returning to work after a disability.** Westfair Foods Ltd., province-wide Manitoba and United Food and Commercial Workers International Union recognize their **joint responsibility** in this regard by agreeing that returning employee's job duties may be modified and/or that the employee may be assigned to a different work assignment where reasonably practicable. If an employee can only be accommodated in a lower paid classification, the employer will attempt to find a position that minimizes the effect on rates of pay.

Vancouver and District Labour Council, Vancouver British Columbia, and Office and Professional Employees International Union negotiated a provision which states that an employee, who resumes employment following a long-term disability leave, will be **reinstated to the position previously occupied** or to a comparable position, provided there are no medical limitations.

A **return to work program** has been established between College Compensation and Appointments Council, province-wide, Ontario, and Ontario Public Service Employees Union. Every college will have a policy to support injured and ill employees in returning to work and will contain the following:

- a statement of commitment that describes how the program will operate, which may contain a permanent or ad hoc committee;
- strategies that support the statement and form a framework within which individual cases are managed;
- a description of roles and responsibilities for the various stakeholders involved in the process;
- a process that outlines the steps to be followed in managing individual cases, including a mediation component;
- a dispute resolution process;
- a communications and training component; and,
- a process for regular reviews of the program.

Windsor Casino Limited, Windsor, Ontario, and CAW-Canada have negotiated a provisions whereby employees who are **laid off due to technological change** and who do not displace a junior employee, are entitled to a payment of $1,000 per year of service upon resignation. An employee who does not wish to accept this payment may remain on layoff and be eligible for a training allowance of up to $2,000 per year to a maximum of $4,000 during the first two years of layoff. If the employee does not accept either of the above options, they will be eligible for training on any vacancy unfilled following the posting process that exists at the time the employee is laid off.

A **plant closure** clause introduced between Ontario Power Generation Inc., Nuclear and Non-Nuclear, province-wide, Ontario, and Society of Energy Professionals states that the basic and service based search notice of 24 weeks will be converted to cash and the employee will cease employment if no work is available. The employee will have recall rights for the duration of the notice period. In the event of a **mill or logging camp closure,** Forest Industrial Relations Limited, various locations in British Columbia, and Industrial Wood and Allied Workers of Canada have a severance package which provides the employee with a lump-sum payment equal to 10 days pay per year of continuous service.

Training/Education

Nortel Networks, Montréal, Quebec, and Canadian Union of Communications Workers have established a **training and education** provision. The employer will reimburse the registration and training fees and books for Class Three positions. The training courses will be made available either inside or outside of the normal working hours at education institutes.

A **retraining fund** continues between Université Laval, Québec, Quebec, and Fédération nationale des enseignantes et enseignants du Québec. The employer contributes an annual amount equivalent to the salaries of 50 lecturers with a priority to upgrading lecturers and to collective projects initiated by the employer. An **education fund** has been negotiated by Health Authorities of Prince Edward Island, province-wide, and International Union of Operating Engineers. An amount equivalent to $65,000 will be provided on April 1, 2003, and 2004, and $75,000 on April 1, 2005.

Labour-Management Committees

During the second quarter of 2004, 15 of the 44 agreements with innovative practices contained provisions for establishing committees dealing with a wide variety of issues.

The Health Authorities of Prince Edward Island, province-wide, and International Union of Operating Engineers have established a **pensionable service** committee. The parties have agreed to refer the matter of "deemed services" to the committee for consideration, including the matter of an employee's ability to move to permanent part-time employment within the last few years of their career while continuing the earn full-time pension credits.

A **workplace issues** committee has been initiated between Windsor Casino Limited, Windsor, Ontario, and CAW-Canada. The joint representatives will meet at regular intervals to discuss suggestions, problems, methods of improving morale, and other similar subjects and concerns including gaming issues, and both regulated and unregulated changes in the industry.

Other committees included in collective agreements deal with such items as classification evaluations, training, and retiree health and welfare benefits.

Innovative Workplace Practices

Previously published innovative workplace practices from past issues of the Workplace Gazette, are available on the Workplace Information Directorate Web site at

http://www.hrsdc.gc.ca/en/lp/wid/info.shtml.

Labour-Management Partnerships Program

Projects

Federal Mediation and Conciliation Service
Labour Program, Human Resources and Skills Development Canada

The Labour-Management Partnerships Program is a contribution program administered by the Federal Mediation and Conciliation Service. The Program is designed to encourage effective labour-management relations in the workplace or at the sectoral level by providing funding assistance that supports efforts by unions and employers to jointly explore new ways of working, and of working together.

Projects by organizations representing the interests of both labour and management are eligible for funding if they are innovative, help to foster positive labour-management relations, and have the potential to provide results that will be useful for other workplaces.

Ongoing Projects

The following projects are currently being funded by the Labour-Management Partnerships Program. A summary of most reports will be published in future issues of the *Workplace Gazette*.

Canadian Broadcasting Corporation *and* Canadian Media Guild (CMG)

The purpose of this project is to evaluate a performance management and staff development process which emphasizes regular feedback and coaching for employees. National Committee members and more than 60 locally based joint committees—all of which include both labour and management representatives—are participating in this evaluation. Results will be made publicly available through the Canadian Broadcasting Corporation Web site at http://www.cbc.ca.

Canadian Standards Association

In conjunction with a steering committee of union, management and government representatives, the Canadian Standards Association will oversee the development of a Canadian National Standard on occupational health and safety management systems. Other interests will be accommodated in a non-voting capacity in order to obtain broad representation from specific industry sectors. The Canadian Standards Association is accredited as a Standards Writing Organization in Canada.

City of Toronto *and* Toronto Professional Fire Fighters Association, Local 3888

This pilot project between the City's Fire Services Division and the Toronto Professional Fire Fighters Association, Local 3888, is intended to develop and sustain an interest-based collaborative approach to all labour relations issues. The approach will be introduced to line management and union representatives through workshops, training and the development of best practices related to collaborative labour-management relations.

Ford of Canada Ltd. *and* the National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada)

The union and the company have received funding for a training video looking at three types of harassment in the workplace: gender, racial and sexual orientation. Using actors to portray events, the video will recreate harassment incidents, and give direction to victims of harassment and their union representatives and co-workers on how such situations should be handled to further the goal of eliminating harassment in the workplace. A joint steering committee is overseeing the concept, treatment, rough and fine cut reviews and pilot testing. The video will be used as a training tool in CAW represented workplaces and in other unionized and non-unionized workplaces.

Queen's University

The University is undertaking an assessment of the outcome of the 1998 legislative review of Part I of the *Canada Labour Code* and subsequent amendments. Representatives of the Canadian Labour Congress and of Federally Regulated Employers—Transportation and Communication are participating in the project steering committee. The project, which will lead to a presentation and a published report, includes a survey of major Part I clients, and interviews and/or small group discussions with selected labour and management representatives. Visit Queen's University Web site at http://www.queensu.ca.

Threads of Life *and* Ontario Federation of Labour *and* Industrial Accident Association of Ontario

Threads of Life is a newly established not-for-profit organization which aims to support families who have been affected by a workplace tragedy such as death or injury. The organization was launched on April 14, 2003 during a Health and Safety Conference sponsored by the Industrial Accident and Prevention Association. Families from across the country shared their experience and took the first steps towards building a national organization. In addition, employers, unions and government organizations have lent their support to the initiative. More information can be found on the group's Web site at http://www.threadsoflife.ca.

University of Calgary

In conjunction with a union-management steering committee, the University of Calgary is producing a 30-minute video featuring best practices in labour-management relations in Canada. The video will assist labour and management by highlighting activities that have proven successful for other companies, unions and industries. Emphasis will be placed on those practices which contribute to sustainable initiatives. Visit the University of Calgary Web site at http://www.ucalgary.ca.

Westfair Foods Limited *and* **United Food and Commercial Workers Union, Local 247**

The objective of this project is to develop a system of labour-management cooperation and to support innovative labour-management solutions. Topics being covered include workplace safety, attracting and retaining workers and creating a more cohesive work environment with better communications. Cooperation between the parties will be documented in the form of videos, training manuals and standard operating procedures.

For more information, contact the Labour-Management Partnerships Program, Federal Mediation and Conciliation Service at (819) 997-3292 or 1-800-563-5677 or visit their Web site at

http://www.hrsdc.gc.ca, *click on:*
(1) Partnership and Funding,
(2) Labour Partnerships.

Labour-Management Partnerships Program

Federal Mediation and Conciliation Service
Labour Program, Human Resources and Skills Development Canada

Welcome to the Team!

A tri-partite group in Montréal received funding under the Labour-Management Partnerships Program to create a comprehensive workplace training package supporting women working in non-traditional occupations

F.R.O.N.T. (Femmes regroupées en options non traditionnelles) is a well-established non-profit organization in Montréal that works toward the improvement of the quality of life of women working in the trades. This objective applies equally to women working or studying in non-traditional lines of work.

Collaborating with their partners, the Montreal Transit Commission (Société de transport de Montréal), and the union representing maintenance workers at the Transit Commission (Syndicat du transport et des employés des services d'entretien (CSN)), F.R.O.N.T. was successful in applying for project funding under the Labour-Management Partnerships Program. The focus of the project was to create a comprehensive workplace training package to support women working in non-traditional fields.

Project Details

The tri-partite coordinating committee for the project included managers from the Montreal Transit Commission, union representatives from the Syndicat du transport de Montréal (Service d'entretien de la STM – CSN) and representatives from F.R.O.N.T. They established two main goals for the project:

- to facilitate the entry and support the presence of women in non-traditional occupations
- to sensitize all parts of the workplace to women working in these sectors

With funding of $40,000 from the Labour-Management Partnerships Program, the group worked toward developing training material to complement a video. The intent was to create a more effective and useful training tool and to provide training to managers and union representatives in how to use the material. During development, they also made use of focus groups to validate the contents of the training material. A further aspect of the project was the creation of a promotional campaign surrounding the launch of the video.

Training Package

A teaching guide was designed for use by employers, unions and the school system. The material was developed in such a way that it can easily be adapted to a one-day course, a half-day course, or a two-hour discussion. The techniques suggested for delivering the material are outlined in detail and range through workshops and discussions, questions, case-studies, and role play.

The teaching guide includes three detailed training modules:

- A forward with general information.
- A detailed training roll-out including legal issues; an outline of responsibilities and obligations; and concrete measures for employers, unions and school counsellors. There is also information on programs available in Quebec, policies (including information on how to establish a workplace policy), and redress measures. A further component of the training includes information on mentoring, twinning and networking.
- A selection of logistical tools including a workshop checklist, a list of reference material and some sample forms.

The material was tested by two focus groups—one of union representatives and one of managers—and the material was revised based on input provided.

Other parts of the training package include a participants' workbook, the video and supporting material for a power point or overhead presentation.

Video "*Bienvenue dans l'équipe*":

On June 17, 2004, F.R.O.N.T. formally launched the 25-minute video "Bienvenue dans l'équipe" at an event to which numerous supporters, officials and the media were invited. The video was well received, and was recognized as being an integral part of a training package. The production quality is high and the contents include simulated work situations and interviews with managers, union representatives and women working in non-traditional jobs.

In a speech delivered that evening by Mrs.Suzanne Côté, CSN vice-president responsible for women's issues, she described the difficulties encountered by women working in non-traditional sectors, the issues they have to face, and the assistance provided through training packages such as this one. School board representatives also made presentations and voiced their support for the project. With the training package now complete, and the video launch generating further interest, F.R.O.N.T. has "used the buzz" to generate interest in the training among other companies, unions and school boards.

The video and accompanying training material are available, in French, from F.R.O.N.T. Detailed information about the project is available in both official languages from the Labour-Management Partnerships Program.

For more information about the group, visit F.R.O.N.T. (Femmes regroupées en options non traditionnelles) at http://www.front.qc.ca.

The views and opinions expressed in this document do not necessarily reflect the position of the Labour Program.

The project was made possible by financial assistance from the Labour-Management Partnerships Program, Federal Mediation and Conciliation Service, Labour Program.

Telephone: (819) 997-3292 or 1-800-563-5677

Web site: **http://www.hrsdc.gc.ca,** *click on*

(1) Partnership and Funding,

(2) Labour Partnerships.

Workforce Sectoral Partnerships in Quebec – A Positive Assessment

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Introduction

It has been more than a decade since numerous studies diagnosed major weaknesses in the level of involvement of union and management representatives in the field of training in Canada (Porter 1991; CLMPC 1990; Economic Council of Canada 1992). These studies generally observed the absence of a training "culture," which of course meant poor financial investment, but also a lack of joint practices among the representatives, weak links with the educational community, weak sectoral and regional organization and tenuous, even ad hoc, links with governments on the subject.

Governments tried to redirect training activities with policy statements issued at the beginning of the 90's (Employment and Immigration Canada 1989; MMSRFP 1989). With their specific insistence on union-management partnership, these statements aimed to ensure that public policy reached the workplace. These policy statements came in the wake of numerous observations in Canada that such partnership would increase in labour market effectiveness. We may recall the findings of the Dodge report in 1980, the Allmand report in 1981, the Macdonald report in 1985 and the DeGrandpré report in 1989 emphasizing the need for structured union-management partnerships (Charest 1998).

The Government of Quebec published its own policy statement in 1991, followed by specific political and institutional innovations. These included the creation of the Société québécoise de développement de la main-d'œuvre [Quebec labour force development board] in 1992, the adoption of legislation known as the 1 per cent training levy in 1995, and then the transformation of the Société into Emploi-Québec in 1997, accompanied by the creation of the Commission des partenaires du marché du travail [labour market partners commission].

The objective of the 1991 policy statement and the innovations that followed was to change the behaviour of union and management representatives in order to involve them in the meaningful and sustainable joint management or regulation of training. Thus the union and management representatives involved in the Société (and subsequently in the labour market partners commission) produced a new sectoral intervention policy in 1995 aimed at supporting the organization of stakeholders involved in training, thanks to the creation of sectoral workforce committees in all sectors of economic activity in the Quebec private sector where union and management representatives were willing to create such committees.

This paper was presented at the Round Table on *Emerging Partnerships, 40th Annual Conference of the Canadian Industrial Relations Association*, that was held at Dalhousie University, Halifax, Nova Scotia, from May 31 to June 2, 2003.

The text is, in part, an excerpt from the evaluation of the Emploi-Québec sectoral initiative policy 1995-2001 (September 2002) that we produced for the Ministère de l'Emploi et de la Solidarité sociale [Quebec employment and social solidarity department]. It is also part of more general work on new partnership institutions in Quebec done in the framework of research subsidized by the Social Sciences and Humanities Research Council of Canada.

The Government of Quebec's policy and institutional innovations in training attempted to involve the stakeholders and their organizations in the gradual implementation of levers, tools and resources that, in the end, would structure the organization of training in businesses, raise the level of training investment, and improve union and management linkages, as well as their linkages with the educational community, regarding their training vision and strategies. Our theoretical analysis of this process is based on an institutionalist trend that establishes links between public policy (macro) and the changing of behaviour of workplace stakeholders (micro), through the intermediary of institutions (meso) that involve organized industrial relations representatives. From that perspective, we have looked into partnership innovations in Quebec in the past few years as a way to contribute both to the development of knowledge on the evolutionary dynamics of institutions/actors and to the evaluation of public policy effectiveness in Quebec with regard to workforce development.

We propose a brief analytical outlook at the sectoral intervention policy that led to the establishment of 26 sectoral committees in Quebec. Overall, our analysis shows that the policy has produced significant results in only a few years in the area of labour-management partnerships in workforce development, precisely because the policy allowed the participants enough independence to provide the impetus and activism needed by such institutions. Nonetheless, government support and monitoring have proven essential to the success of the policy initiative.

The 1995 Sectoral Intervention Policy

The sectoral intervention policy was adopted by the board of directors of the *Société québécoise de développement de la main-d'œuvre* [Quebec society for workforce development] at the end of 1995. The policy relied on a sectoral approach to deal with numerous workforce and economic issues. The sectoral committees' mandate was established as follows: "(...) to foster and consolidate partnership on a sectoral basis, in cooperation with the regional bodies and government departments and agencies involved (Ministère de l'Industrie, du Commerce, de la Science et de la Technologie [industry, trade, science and technology department]; Ministère de l'Éducation du Québec [Quebec education department]; Human Resources Development Canada, etc.) in order to enable the community to take charge of the development of the factors that affect the competitiveness of the businesses and workforce in a sector." (SQDM, 1995:3) [translation]

The committees' mandate was specifically to:

- Develop continuous training through: participation in the implementation of an act fostering training development for workers; identification of current and future required workforce competencies in a trade or occupation in the sector involved, in order to update and develop training programs; identification of trades and occupations in the sector in which it would be possible and desirable to create an apprenticeship program and participate in its development and implementation;
- Identify the specific human resources management and work organization needs in a sector and develop alternatives and intervention methods to respond to the problems identified;
- Develop relevant measures relative to the workforce, businesses and job creation to ensure job stabilization and reduced unemployment in the sector;
- Take into account target client issues and offer potential solutions for businesses in the sector where those clients make up a significant percentage of the workforce and/or where opportunities for the clients' labour market entry or re-entry can realistically be planned;
- In accordance with these mandates, disseminate information to all businesses and workers in the

involved sector in Quebec, particularly during the development and completion of sectoral action plans. (See the *Politique d'intervention sectorielle* [sectoral intervention policy], SQDM 1995: 3-4.) [translation]

The mission of the sectoral committees focused on partnership was certainly fairly broad, even ambitious, on specific subjects such as factors that affect business competitiveness and reduced unemployment. Their mandate was also to foster linkages between the sectoral committees, businesses and workers in different sectors. Establishing such links represented initially a significant challenge for many economic sectors, particularly those where the participants' level of internal organization was not very high or where the number of stakeholders was more significant. At the time when the policy was adopted, some sectoral committees already existed and had over two years of experience to rely on. However, most of the sectors had to build a whole new dynamic for sectoral cooperative action.

The sectoral approach appeared promising for workforce and development issues and was logically well founded; however, it was still essentially a theoretical model for most sectors, and there was no guarantee of its implementation feasibility. The magnitude of the challenge or challenges that were to be faced by the new policy at the time was so great that only a few observers would have expected to see 26 sectoral committees created only a few years later. The scepticism would undoubtedly have been even greater had it been suggested that the committees would indeed mobilize the sustained involvement of over 300 private labour market partners in a structure with equal labour-management representation, relying entirely on the voluntary involvement of these "pioneers" in sectoral intervention.

We have specifically considered two aspects of the sectoral intervention policy, namely its implementation and its results and impacts. Our analysis is based on a formal evaluation involving various government, management and union representatives and the directors of the sectoral committees who have been working within the sectoral intervention policy framework since 1995. A total of 227 people were interviewed for the evaluation; in addition, 22 case studies on sectoral committees and four reports were prepared, including one focusing on the overall evaluation of the sectoral intervention policy (Charest 2002).

List of Sectoral Workforce Committees* and Year of Establishment

Primary Sector

- *Comité sectoriel de main-d'œuvre de la production agricole* (1995)
  [Agricultural production sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre des pêches maritimes* (1996)
  [Ocean fisheries sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre en aménagement forestier* (1997)
  [Forest management sectoral workforce committee]

* In addition to the sectoral committees, there are four advisory committees and two employment integration and maintenance committees whose activities are related to target clients. The four advisory committees relate to workers aged 45 and older; women; youth and persons subject to judicial control. The two other committees are the employment integration and maintenance committee for immigrants and a workforce adjustment committee for persons with disabilities.

(cont'd)

Secondary (or Processing) Sector

- *Centre d'adaptation de la main-d'œuvre de l'aérospatiale au Québec* (CAMAQ) (1983)
  [Centre for aerospace labour force activities in Quebec]
- *Comité sectoriel de la sidérurgie du Québec* (1995)
  [Iron and steel manufacturing sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre de l'industrie du caoutchouc du Québec* (1997)
  [Quebec rubber industry sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre de l'industrie électrique et électronique* (1996)
  [Electrical and electronics industry sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre de l'industrie textile du Québec* (1995)
  [Quebec textile industry sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre de la chimie, de la pétrochimie et du raffinage* (1995)
  [Chemical, petrochemical and refining sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre de la fabrication métallique industrielle* (1995)
  [Metal manufacturing sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre de la plasturgie « Plasticompétences »* (1993)
  [Plastics products sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre des industries des portes et fenêtres, du meuble et des armoires de cuisine* (1994)
  [Door, window, furniture and kitchen cabinet industries sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre des industries des produits pharmaceutiques et biotechnologiques du Québec « PharmaBio Développement »* (1999)
  [Quebec biotechnology and pharmaceutical industries sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre des industries du bois de sciage* (1993)
  [Sawmill industries sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre en transformation alimentaire* (2001)
  [Food processing sectoral workforce committee]

Tertiary (or Service) Sector

- *Conseil québécois des ressources humaines en culture* (1999)
  [Quebec board for human resources development for culture]
- *Conseil québécois des ressources humaines en tourisme* (1995)
  [Quebec board for human resource development for tourism]
- *Comité sectoriel de main-d'œuvre de l'économie sociale et de l'action communautaire* (1997)
  [Community action and social economics sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre de l'environnement* (1996)
  [Environmental sectoral workforce committee]

(cont'd)

- *Comité sectoriel de main-d'œuvre de l'industrie des services automobiles* (1997)
  [Automotive services industry sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre des communications graphiques du Québec* (1996)
  [Graphic communications sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre des services de soins personnels* (2000)
  [Personal care services sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre du commerce de détail* (1996)
  [Retail trade sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre du commerce de l'alimentation* (2000)
  [Food trade sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre du transport routier au Québec « CAMO-Route »* (1990)
  [Quebec road transport sectoral workforce committee]
- *Comité sectoriel de main-d'œuvre en technologies de l'information et des communications « Technocompétences »* (1998)
  [Information and communication technology sectoral workforce committee]

Period of Policy Implementation: 1995–2002

The policy evaluation drew a first general conclusion establishing that the 1995–2002 period should be considered as the policy implementation period and that this crucial step was completed with a great deal of success. Indeed, it was a period during which most of the committees were created, and when energies were focused on structuring the internal organization of the sectoral partnership.

Bringing together participants, mobilizing them as volunteers to work on an ambitious project, often unprecedented in the sector; recruiting appropriate human resources for basic operations and adopting rules of operation; defining the sector's limits; learning about the policy and government support; learning to work together on a consensual basis; gradually expanding participation; developing a strategy for sector penetration and a strategy for action were fundamental elements. The committees had to devote time and energy to these before proceeding to a more operational stage aiming at target results for the workplaces. The older committees had already successfully completed or begun the internal structuring phase, although they had to integrate the new policy. Few committees had already launched the external activities phase.

The case studies do not provide for the duration of the committees' internal structuring phase, which varied according to factors such as the number of businesses in the sector and their geographic distribution, the level of organization and cooperative action of sectoral representatives, the perceived importance of the workforce as a competitiveness factor, and so on. It is not a matter of identifying a strict cut-off between the implementation phase and the external results phase; experience has shown that both go together, and even reinforce each other. Moreover, for most committees, achievements that focus on the industry and workplace can be identified fairly early in the development process. However, the challenge of building the foundations for a sectoral partnership based on the participants' voluntary contribution takes not months but years. In this regard, evaluation results show that such a policy takes a few years from introduction to imple-

mentation. Even after six years, implementation has not been fully completed in a number of committees or among various industry and public representatives and between these two categories of participants.

Although the internal structuring phase has not been entirely completed in 2002, the evaluation shows that the theoretical phase was completed. At that time, sectoral intervention has taken shape in 26 committees, in addition to four advisory committees and two employment integration and maintenance committees. Emploi-Québec has a sectoral intervention branch (the *Direction générale adjointe à l'intervention sectorielle*), with approximately 20 professionals dedicated to sectoral intervention, supported by the *Commission des partenaires du marché du travail* [labour market partners commission]. The Commission has committed itself to sectoral intervention as one of the two cornerstones of its partnership policy, the other one being a partnership with the regions. There are also hundreds of employers and workers' representatives who devote time and energy to ensuring the vitality of the sectoral intervention policy, with the support of government resources directly or indirectly involved in its implementation.

Our evaluation highlights a number of critical factors in the successful implementation of the policy, including:

- Recognition of sectoral committees based on an economic activity sector breakdown that essentially follows the North American Industry Classification System. This limits the number of committees in order to facilitate coordination and enable the identification of target clients based on traditional statistical breakdowns. (The Commission, which authorizes the creation of a sectoral committee, identified 43 economic activity sectors for the purposes of sectoral intervention.)
- A certain degree of flexibility must allow the partners of a committee to target and set priorities for the subsectors and clients to be reached in their sector.
- The sectoral intervention policy mandated committees to incorporate as non-profit organizations. This led to the definition of the internal policies and operating methods that guide a committee's operations, including the use of consensus. Although these policies and rules vary from one committee to the next, they are essential for implementation of effective policy and committee internal governance.
- Stability of public funding is essential for committee operation. Funding is granted by Emploi-Québec on the basis of each sectoral committee three-year plan and annual submissions outlining what has been accomplished. The budget granted to the 26 sectoral committees, the advisory committees and the employment integration and maintenance committees for 2000–2001 was $13.4 million. Some of the committees also manage to partially finance themselves through their activities with businesses and clients.
- The development of a sectoral expertise and the professional influence of the committee—particularly of the individual who performs the coordination or executive function. The leadership and competencies of this individual, at the core of the committee, are critical to committee development. Committee staff is generally limited to two or three people; the largest number being around 10 paid individuals.
- The fullest and broadest participation of union and management representatives and the capacity to represent the interests of all components of the sector (union and non-union workforce; small and large businesses; etc.) are required. A committee's capacity to represent all components must also evolve according to the reality of the sector and the gradual recognition of the committee as a sectoral entity. This representativeness must be approved by the *Commission des partenaires du marché du travail* [labour market partners commission].

- A strategy for mobilization of the sector representatives around action plans ensures a shared vision essential to a consolidation of committee activities.
- An integrated communications strategy—a strategy that involves Emploi-Québec, the sectoral intervention branch (*Direction générale adjointe à l'intervention sectorielle*), the Commission and the committees themselves—must aim to promote recognition of the sectoral intervention policy both internally, within government structure, and among sector clients. We have observed that, even after six years, the policy and committees were sometimes poorly known, even within government.
- Partnerships must be established between the representatives themselves (for example, between the sectoral committees, Canadian sectoral councils, the different departments, union and management associations already present in the sector, the regional *Emploi-Québec* structures and so on). These partnerships should be based on clear and complementary mandates that identify the respective benefits for the participants and the terms and conditions for cooperation. Sectoral and regional partnership appears to be particularly crucial in this regard, in view of the converging mandates and the potential benefits for target clients resulting from sharing available resources at both sectoral and regional levels. That type of sectoral and regional partnership was far from being accomplished, even after six years of policy implementation.
- The stability of sectoral intervention advisors—public servants in the sectoral intervention branch of *Emploi-Québec*—and their contribution to all aspects of sectoral committee life and policy implementation are also important factors. The quality of their interaction and relationships with committees and all resources dedicated to clients are determining factors for policy implementation. We noted a high turnover rate among advisors in the first six years.
- Finally, a strong political leadership and support from *Emploi-Québec*, particularly from the sectoral intervention branch regarding the role of sectoral committees, remains a condition for improving the sectoral intervention approach. Representatives from the community rely on that coordination to support their efforts.

Tangible Results of Sectoral Partnership

Although the 1995–2002 period was described as the policy implementation phase, external activities and results are already numerous and diversified and have reached a portion of the policy's target clients. In fact, those achievements often accompany and facilitate the implementation of the policy, as it is easier to raise awareness and introduce a sectoral approach when tangible results attest to its soundness. Results reinforce the conviction of the early participants and contribute to "converting non-believers".

Carrying out operational mandates that focus on clients fairly early after the creation of the committees must be encouraged with projects that unite members and can be achieved in the short term. On the other hand, committees must avoid trying to do too much, working simultaneously on many projects, particularly in the first few years. Some newly formed committees took that route, with the result that partners ran out of steam. Also, the lack of a foundation for the committee in the sector seemed to divert the committee somewhat from its course. Experience shows that success achieved in sectoral activities is shaped through accumulated tangible results.

Overall, the evaluation showed that the sectoral intervention policy supported numerous committee activities, particularly in the area of workforce development. That seems to be a significant accomplishment, particularly for a new policy, given the scope of the challenges to be met with fairly limited human resources in the sectoral committees themselves. Although the contribution differs from one sector to another, and the assessment of results is often problematic or shows only partial mandate achievement, the result phase is solidly rooted in the workplace and government operations.

Experience has shown that, over time, committees such as the *Centre d'adaptation de la main-d'œuvre de l'aérospatiale au Québec* [centre for aerospace labour force activities in Quebec] and the *Comité sectoriel de main-d'œuvre du transport routier au Québec* [Quebec road transport sectoral workforce committee] have become key to workforce development in their respective sectors and central to the cooperation and alignment of all representatives involved, even though the committees are first to acknowledge that partnerships undergo constant changes and that success requires ongoing efforts.

The sectoral approach can thus be said to produce significant tangible results consistent with the initial mandate, including:

- Producing and distributing information essential to workforce and sector development.
- Contributing to partners developing a "sectoral vision" of the issues and solutions that lead them to go beyond their own specific (union or management) and often local (their business or union) dynamics.
- Translating the vision into a strategic workforce development approach, with tools and innovative methods that support sectoral activities and participants in the workplace.
- Creating a partnership and new practices among participants in a unique institutional form in Quebec's industrial sectors.
- Contributing to the development of workforce skills and the fundamental components of a continuous training approach in the sectors (upgrading jobs in the sector, promoting continuous training, contributing to apprenticeship and competencies programs, defining occupational standards, describing trades, and

Sectoral Committee Results in 2000–2001

Activities	Number	%
Development of continuous training in the workplace	117	20.8
Identification of human resources management and job stabilization needs	25	4.4
Development of job stabilization measures	12	2.1
Recognition of the target clients issues and needs	24	4.3
Dissemination of information	234	41.6
Identification of workforce development needs and implementation of action and training plans	151	26.8
Total	**563**	**100.0**

Source: *Bilan des réalisations des comités sectoriels de main-d'œuvre et des comités d'intégration et de maintien en emploi* [workforce sectoral committee and employment integration and maintenance committee results]. Direction générale adjointe à l'intervention sectorielle [associate sectoral intervention branch], Emploi-Québec, February 2002, p. 8.

identifying current and future workforce skills and competencies, training locations and programs, trainers, and program reviews, etc.).

- Facilitating contacts and influence with students to provide quality entrants as replacements in the sectors.
- Providing support for a significant number of workplaces that are taking charge of workforce issues and business development (including, for example, applying the legislation known as the one per cent training levy).
- Bringing together the critical participants in employment partnerships—that is, the workplace, educational and government communities dedicated to economic and employment development. In this area, bringing together the educational community and working world has been a major success of the sectoral committees.

The Sectoral intervention Policy: A Living Policy

The sectoral intervention policy was introduced in 1995–1996, eight years ago, a relatively short time for a public policy that offered so many innovations to private and public labour market participants and had such an ambitious program. Sectoral intervention is multifaceted, bringing together participants from a variety of organizational cultures whose home bases are often not linked to sectoral intervention itself. The sectoral approach aims to achieve cooperative action among representatives from the private sector, public sector, institutions and *Emploi-Québec* branches, all in an environment that is itself complex in terms of workforce development. All these components could not be transformed into sectoral partnership overnight; however, the diversity of the participants and their environments is precisely what has reinforced this approach to workforce development and has contributed in making the sectoral intervention policy a "living policy".

In that sense, what transpires from this evaluation is that the sectoral intervention policy was first and foremost a policy designed for labour market participants, and that it has been a successful policy in that regard. The response, perseverance and maturity shown by the diverse groups of participants are no doubt key to the success of sectoral partnerships. The diversity of participants and environments also makes it necessary for the policy to be supported by strong leadership within *Emploi-Québec*. The participants need support from the government in their partnership and workforce development processes. Without such political and financial supports, the Quebec sectoral intervention policy could not have been developed, and undoubtedly the continuing success of the policy will remain tied to such support in the coming years.

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NATIONAL INTERVENTION MODEL

Promoting Healthier and Safer Workplaces

Labour Program Communications
Human Resources and Skills Development Canada

The Labour Program continues to work at the leading edge of occupational health and safety by creating in the last year a National Intervention Model to promote healthier and safer workplaces in the federal jurisdiction.

Amendments to Part II of the *Canada Labour Code*—the part that deals with Occupational Health and Safety—came into effect in 2000. An important underlying principle of these changes was to further enhance internal responsibility for health and safety in the workplace and to encourage a higher level of voluntary compliance with the *Code*.

With this objective in mind, the Labour Program decided to look at what others in Canada and abroad were doing in the area of planned intervention strategies. The findings included:

- inspection of worksites is one of the most effective interventions;
- better prevention results are achieved by focusing on employers and worksites at higher risk of work injuries within a given industrial sector; and
- the risk of work injuries is usually defined using indicators such as frequency rate, incidence rate, prevalence rate and severity index associated with workplace injuries.

These findings lead to the development of the National Intervention Model, a process that assesses components of occupational health and safety in workplaces and provides the framework to improve any deficiencies identified.

The Model was initially used as a pilot project by four regions. Subsequently, a single National Intervention Model was developed to provide a reliable and consistent approach across the country.

The Intervention Model is a six-step process:

Selection of Employer—The Labour Program has a reliable and transparent selection process. Various sources of information are used to indicate which occupations will have a higher risk of injury or illness and which worksites have the highest accident rates.

Employer Commitment—This step includes an on-site meeting with the employer where the process is explained and their "buy-in" is secured. This is an important step because the process is meant to be voluntary with the focus on prevention and education.

Occupational Health and Safety Appraisal and Development—During this stage a preliminary assessment of health and safety components at the workplace is completed. Depending on the outcome of the appraisal, tools and assistance may be provided to the employer by Labour Program officers. It is not the intention here to provide training on how to comply with the *Code*, but rather to provide employers with the information and tools that will assist them.

Occupational Health and Safety Assessment—This is a formal assessment of workplace components such as safe working procedures; health and safety education and training; hazardous occurrence investigation, recording and reporting; health and safety representatives, committee and policy committee, and the internal complaint resolution process.

Occupational Health and Safety Analysis and Action Plan—This step of the process is the analysis of the information gathered to date and working with the employer to create goals to meet the requirements of the *Code*. Compliance with the assessment components serve as an indicator as to the likely success of the overall occupational health and safety program in a given workplace.

Maintenance of the Workplace Occupational Health and Safety Program—The Labour Program monitors the Program as a means of determining success and frequency of future interventions.

It is worth noting that the approach to implementing the Intervention Model at the level of the workplace is completely voluntary. It is a collaborative and non-confrontational approach, designed to be a positive experience for all stakeholders and to assist in the establishment of an effective internal responsibility system in targeted workplaces.

The overall goal is to focus on high risk sectors and employers and to work in partnership with employers and employees to enhance their capacity to resolve workplace health and safety matters quickly, efficiently and autonomously. In addition, the intention is not to evaluate or audit the workplace for compliance purpose, but to perform an assessment and to develop a work plan to address any deficiencies.

That, in essence, is the basis of the National Intervention Model for occupational health and safety that is now underway in Canada.

Although still a relatively new approach, the Intervention Model has already been introduced at selected worksites across the country and the preliminary results are very encouraging. Employers are recognizing the value of the national pro-active approach in terms of creating safer, healthier and ultimately, more productive, workplaces. Employees and their representatives are recognizing the value of adopting a pro-active, cooperative approach to resolving workplace health and safety issues within the workplace itself.

The Model offers employers and employees another way to work cooperatively to implement the type of workplace health and safety policies and procedures that make sense for their workplaces. Workplace parties can all focus their efforts where the needs and potential benefits are greatest.

Selection of Recent Changes in Canadian Labour Laws

Adopted Bills, Regulations and Other Statutory Instruments

MICHEL GAUVIN, CHARLES PHILIPPE ROCHON and **ANNICK DELISLE**
Labour Law Analysis
Strategic Policy and International Labour Affairs
Labour Program, Human Resources and Skills Development Canada

British Columbia: Amendments to the *Employment Standards Regulation*; B.C. Regulation 257/2004 under the *Employment Standards Act*; British Columbia Gazette, Part II, of August 3, 2004

This regulation, approved and ordered on June 10, 2004, has added a new section to the *Employment Standards Regulation* (section 40.2). Farm labour contractors are now excluded, with respect to farm workers they employ, from section 20 of the *Employment Standards Act*, which deals with the manner in which employers must pay wages.

Instead, a new provision in the *Employment Standards Regulation* specifies that a farm labour contractor must pay all wages to farm workers it employs in Canadian dollars and by direct deposit in each employee's account in a savings institution.

Manitoba: *The Non-Smokers Health Protection Act (Various Acts Amended)*; Bill 21 Assented to June 10, 2004

Effective October 1, 2004, Bill 21 brings amendments to *The Non-Smokers Health Protection Act* to broaden the ban on smoking in "enclosed public places," which already included office buildings, restaurants and health care facilities, and now include licensed premises and any other place prescribed by regulation. In addition, smoking is prohibited in indoor workplaces and in vehicles used in the course of employment while transporting two or more employees. However, there are some exceptions. For example, the boards or proprietors of certain group living facilities, such as personal care homes and other longer-term care facilities, may designate smoking rooms for patients or residents; and guest rooms in hotels may be designated as smoking rooms. The new legislation contains requirements regarding smoking rooms.

Proprietors of places or vehicles in which smoking is prohibited must post no-smoking signs and ensure that there is no smoking in those places or vehicles.

Provisions have been added with respect to inspectors and their powers under *The Non-Smokers Health Protection Act*. An employer is prohibited from taking adverse employment action against an employee because that person provided information in good faith regarding the enforcement of the Act or the regulations. Also, minimum fines are provided for offences under the Act (previously, only maximum fines were provided).

Please note that this article is based on labour legislation adopted or proclaimed before September 7, 2004.

In addition, *The Workplace Safety and Health Act* (WSHA) has been amended to provide that the government may make regulations respecting the prohibition of smoking at workplaces, including deeming a contravention of *The Non-Smokers Health Protection Act* relating to workplaces to be a contravention of the WSHA for the purpose of issuing an improvement order.

New Brunswick: *An Act to Amend the Human Rights Act*; Bill 24 Assented to June 30, 2004

This private member's bill will amend New Brunswick's *Human Rights Act* by adding "social condition" and "political belief or activity" to the other prohibited grounds of discrimination under this statute. Currently, the *Human Rights Act* prohibits discrimination in respect of employment as well as other matters—except on the basis of *bona fide* qualifications—because of race, colour, religion, national origin, ancestry, place of origin, age, physical disability, mental disability, marital status, sexual orientation or sex.

These amendments will come into force on December 31, 2004, unless proclaimed earlier by the Lieutenant-Governor in Council.

New Brunswick: *An Act Respecting Sunday Shopping*; Bill 38 Assented to June 30, 2004

This Bill will amend the *Days of Rest Act* (DRA), the *Employment Standards Act* (ESA) and the *Municipalities Act* to give municipalities the power to regulate Sunday shopping on their territory.

The existing permit system, whereby the Municipal Capital Borrowing Board may grant an exemption from Sunday closing requirements to certain small retail businesses and to areas of New Brunswick that it designates as tourist areas, will be eliminated. The provision dealing with ministerial exemption permits related to festivals will also be repealed.

Municipalities will be given the authority to pass by-laws to permit or prohibit Sunday shopping (except if a Sunday coincides with a prescribed day of rest under the DRA) and to set retail business opening hours, where applicable. If certain conditions are met, the Minister of the Environment and Local Government will be able to issue a permit authorizing the operation of retail businesses on Sunday in a local service district or rural community.

Other amendments to the DRA will exempt retail businesses associated with already exempted sporting, recreational, entertainment or amusement activities from the obligation to close on Sundays or on prescribed days of rest. A similar exemption will apply to businesses and industries that are by necessity engaged in a continuous operation (currently, such a business or industry must obtain a permit from the Municipal Capital Borrowing Board to be exempted from the application of the DRA). Moreover, a person will be allowed to engage, on a Sunday—including on a Sunday that is also a prescribed day of rest—in activities prohibited by the DRA (e.g. carrying on retail business) without the need to obtain prior approval, if the person, due to the dictates of his/her conscience or religion, cannot engage in these activities on another day of the week.

A consequential amendment will be made to section 17.1 of the ESA. As a result, the right to refuse to work on Sunday will apply to employees of a retail business or part of a retail business that is exempted from the application of the DRA solely under a municipal by-law or under a ministerial permit issued to a local service district or rural community.

Finally, an exemption permit issued under the DRA for a designated tourist area will remain in effect for one year after Bill 38 comes into force or, if sooner, until the commencement of a municipal by-law or issuance of a ministerial permit allowing (or prohibiting) Sunday shopping in that area.

Bill 38 will come into effect on a day or days fixed by proclamation.

New Brunswick: *Smoke-Free Places Act*; Bill 75, Assented to June 30, 2004

This Act will come into force, in whole or in part, by proclamation. It will ban smoking in certain places, such as enclosed public places (including bars and restaurants), indoor workplaces and vehicles used in the course of employment, while carrying two or more employees.

In group living facilities, such as nursing homes and group homes, smoking will be permitted in designated smoking rooms, which meet requirements prescribed by regulation.

A manager or employer will be required to ensure that no person smokes in a place, area or vehicle over which he/she has control if this is prohibited by the Act.

Signs indicating that smoking is prohibited or permitted will have to be posted in accordance with the regulations. In addition, no manager or employer may permit any ashtrays or similar receptacle in any place or area under his/her control, in which smoking is prohibited under the Act.

An employer will be required to take reasonable precautions to ensure that the exposure of employees to smoke in a place where smoking is permitted under the Act is minimized.

The Minister of Health and Wellness may appoint or designate inspectors for the purpose of ensuring compliance with the Act and the regulations. Among other things, inspectors will have the power to issue compliance orders.

Those who commit an offence under the Act will be liable to fines.

As a result of an amendment to the *Occupational Health and Safety Act* (OHSA), an employee who has sought the enforcement of the *Smoke-free Places Act* or the regulations or an order made under that Act in relation to a place of employment covered by the OHSA will be protected against any actual or threatened discriminatory action, intimidation or any coercive measure originating from this action by the employee.

Northwest Territories: Proclamation of the *Human Rights Act*; Northwest Territories Gazette, Part II, of July 30, 2004

Sections of the new *Human Rights Act* providing for the establishment of the Human Rights Commission and the appointment of the Director and Deputy Directors of Human Rights, as well as provisions setting their powers, duties and functions, came into effect on January 1, 2004. All other provisions of the Act came into force on July 1, 2004.[1]

Northwest Territories: Proclamation of the *Act to Amend the Public Service* Act; Northwest Territories Gazette, Part II, of July 30, 2004

The *Act to Amend the Public Service Act*, which had received Royal Assent on June 13, 2003, came into force on July 1, 2004. This Act has added to the *Public Service Act* new equal pay provisions and related enforcement mechanisms.[2]

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[1] This Act was described in the Spring 2003 issue of the *Workplace Gazette*, Vol. 6, No. 1.

[2] See *Workplace Gazette*, Vol. 6, No. 3 (Fall 2003).

Nova Scotia: Proclamation of Sections 2 and 15 to 20 of the *Justice Administration Amendment (2004) Act*; Royal Gazette, Part II, of August 20, 2004

Amendments to the *Labour Standards Code*, summarized in the previous issue of the *Workplace Gazette*, came into force on July 30, 2004.

Ontario: *Employment Standards Amendment Act (Family Medical Leave), 2004*; Bill 56 Assented to June 29, 2004

The *Employment Standards Amendment Act (Family Medical Leave), 2004* (the Act) added new family medical leave provisions to the *Employment Standards Act, 2000* (ESA 2000) similar to the compassionate care leave provisions enacted by the federal government. Furthermore, provisions of the Act reflect an Ontario Court of Appeal[1] ruling, allowing same-sex couples to marry. Consequently, the Bill will replace the current definition of "spouse" by a broader definition, one that will include less traditional unions such as same-sex unions as well as void or voidable marriages entered into in good faith. The definition of "same-sex partner" will also be repealed and all references to "same-sex partner" and "same-sex partnership status" will be deleted from the ESA 2000.

Family Medical Leave

Bill 56 amended the ESA 2000 to allow an employee to take up to eight weeks of unpaid family medical leave to provide care or support to specified family members if a qualified health practitioner[2] issues a certificate stating that this person has a serious medical condition with a significant risk of death occurring within a period of 26 weeks (or such shorter period as may be prescribed). These provisions apply to the following family members: an employee's spouse, a parent, step-parent or foster parent of an employee, a child, step-child, foster-child of the employee or the employee's spouse or any individual prescribed as a family member for the purpose of the new provisions.

The leave, which may be fractioned in segments of at least one week each, must be taken within the 26-week period and end no later than the last day of the week[3] in which the period expires. However, if the death of the family member occurs earlier, the leave is to end on the last day of the week in which the death occurs. In addition, the leave must be shared where two or more employees wish to avail themselves of these provisions to provide care or support to the same person.

An employee who intends to take family medical leave must advise the employer in writing of this intention. If the employee must begin the leave before advising the employer, he/she has to advise the latter as soon as possible. Upon request, the employee also has to provide his/her employer with a copy of the medical certificate as soon as possible. No length of service is required in order to be eligible for the leave.

In the event the individual for whom the leave is taken does not die within the 26-week period, the Act states explicitly that the employee may take another family medical leave under the same conditions once

[1] *Halpern v. Canada (Attorney General)* (2003) 65 O.R. (3d) 161 (C.A.).

[2] A "qualified health practitioner" means a person who is qualified to practise medicine under the laws of the jurisdiction in which care or treatment is provided to the family member. This definition may be expanded by regulation.

[3] A "week" means a period of seven consecutive days beginning on Sunday and ending on Saturday.

the period has expired. In order to be entitled to a second leave, a medical certificate must be delivered once more by a qualified health practitioner.

Furthermore, family medical leave is in addition to any emergency leave to which an employee may be entitled under the ESA 2000.[6]

Finally, time spent on leave is to be included in the calculation of the employee's seniority and length of service. The employer must also continue to pay its share of premiums for specified employment benefit plans during the leave.

Commencement

These provisions came into force on the day the Act received Royal Assent (June 29, 2004), except the amendments concerning the expressions "same-sex partner" and "same-sex partnership status," which will come into force by proclamation.

[6] Emergency leave provisions, which provide for up to 10 days of leave without pay per year in case of illness, death in the family or other family emergencies, apply to employees whose employer regularly employs 50 or more employees.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Human Resources and Skills Development Canada Web site at

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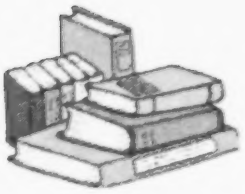

Succession Planning

Benest, Frank. **"Best Practices for Preparing the Next Generation."** *Public Management* 86:5 (June 2004) pp. 23–28.

This American article offers a 39-point menu of best practices by senior city and county managers to promote development of junior managers to higher positions.

The "Personal Outlook" section covers positive senior managerial attitude on grooming aspiring managers.

"Specific Practices" promotes senior management development through learning by doing.

"Structured Programs" presents ideas for formal programs to develop senior managerial talent.

"Other Ideas" concerns career development courses and workshops for future management development.

Byham, William C., Audrey B. Smith and Matthew J. Paese. **Grow Your Own Leaders: How to Identify, Develop, and Retain Leadership Talent.** Upper Saddle River, N.J., Financial Times Prentice Hall, c2002.
HD38.2 B93

This book describes acceleration pools as a response to the failure of traditional succession planning. Downsizing has resulted in a shortage of high-potential leadership candidates, and managers often lack opportunities for development. Traditional replacement planning can require a large time investment as executives complete and discuss replacement-planning forms, while studies show that less than 30 per cent of open positions are filled through this process. In acceleration pools individual development needs are identified through "executive descriptors." An Executive Resource Board assigns high-potential candidates to stretch jobs and task forces and selects individuals for participation in university and company programs that accelerate individual development. Pool members have an assigned mentor. Board members work with heads of organizational units and pool members to review progress and consider ways to speed development.

Fulmer, Robert M. and Jay A. Conger. **Growing Your Company's Leaders: How Great Organizations Use Succession Management to Sustain Competitive Advantage.** New York: AMACOM, c2004.
HD38.2 F84

This book, based on the authors' study of six global companies and sixteen other high-profile organizations which they identified as leaders in succession planning, explores the use of succession planning in these organizations as a source of strategic advantage. Chapters examine the essential elements of a best practice succession plan; the various "owners" of succession management in the organization; the identification of talent using competency models; linking succession with talent development; and assessing the succession planning scheme on an ongoing, cyclical basis. The closing chapter looks at current trends most likely to promote or hinder future succession planning.

High-Impact Succession Management: From Succession Planning to Strategic Executive Talent Management. Washington, D.C.: Corporate Leadership Council, c2003.
US6 CL17 03H33

This book examines four key imperatives for succession planning and effective strategic responses exemplified in a number of large American firms. Under the first imperative, Safeguarding Critical Business Capabilities, one company conducts an executive talent review while another does needs-based succession planning. Under Accelerating Executive Development, companies use experience-based succession management, "non-obvious" development moves, and a cross-business development forum. Under Overcoming New Hire Derailers, companies use executive transition management and executive career launch programs. Under Maximizing Strategic Talent Leverage, a strategic human capital review is used to maintain a continuous alignment of talent with evolving business priorities.

Hirsh, W. **Succession Planning Demystified.** Brighton, England: Institute for Employment Studies, 2000.
HF5549 A3 I38 no.372

This British book provides a practical overview of the kind of succession planning typical of large organizations. The author describes the elements and processes of succession planning, and examines connections with human resources strategy, including executive resourcing, human resource planning, identification of future skill needs, and corporate culture. Integration of succession and practical human resources issues such as assessment, job filling, and talent development is discussed. The final chapter summarizes how succession planning has adapted to changing needs and how its effectiveness can be assessed.

Rothwell, William J. **Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within.** 2nd ed. New York: AMACOM, c2001.
HD57.7 R67 2001

This work is designed for those who must establish, refresh or review a succession planning program. Part I describes different approaches to succession planning, key influencing trends, common problems with various approaches to succession planning and their solutions, and the use of competencies and values clarification. Part II explains how to make the case for change in succession planning practices and prepare an action plan. Part III focuses on assessment of work requirements in key positions, individual performance, future work requirements, and future individual potential. Part IV examines alternatives to replacement from within the organization, and evaluation of succession planning programs.

NOTES

1. *For other available references in French language only, see the French version of the Workplace Gazette/Gazette du travail.*
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YESTERDAY and TODAY

Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources and Skills Development Canada

Mandatory Retirement

Fifty Years Ago...

The *Labour Gazette* reported that attention had frequently been called to the wastage, both economical and social, caused by the compulsory retirement of employees at a fixed age, whether or not they were still able to perform their duties capably... Compulsory retirement may have the effect of throwing the worker into the labour market at an age when it is difficult to find a new job, even though his/her skills and experience would still have been extremely useful to the employer, either in the regular job or in work of a somewhat less arduous nature.

The study of retirement provisions in 214 plans indicated that most formal pension plans did not constitute a barrier to the retention in employment of the efficient older worker. The provisions of the majority of the plans were not rigid and inflexible but did allow scope for the exercise of a considerable amount of flexibility in retirement policy. Employees were allowed to defer retirement beyond the "normal" retirement age. The continued existence of a comparatively early "normal" retirement age was obviously important in that it preserves the worker's freedom to retire if he/she wishes to do so without financial penalties.

Today

Governments are revisiting issues such as mandatory retirement, early retirement, and phased retirement for publicly funded pension plans. In light of skills shortages and a smaller labour force, public policy and programs are beginning to emphasize the benefits of deferred retirement and phased retirement. Currently, early retirement is still available for those who wish to leave the workforce prior to the normal retirement age. Funding and liability issues for these public plans need to be studied in the context of longer life expectancies for both men and women. Early retirement with bridging provisions has been used extensively in cases of workforce reductions. These measures have helped to reduce the number of workers laid off and searching for work at a time when, as older workers, they experience various barriers to employment, including potential discrimination.

Currently, deferred retirement beyond the normal retirement age continues to be quite prevalent, as this provision is reported in almost half (42 per cent) of major collective agreements (representing 56 per cent of employees) in the Workplace Information Directorate's data base.

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